

DCG 12

Anglais appliqué aux affaires

L'essentiel en fiches

3^e édition

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ISBN 978-2-10-071943-3

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- Structure des fiches
- Méthodologie générale
- Résumer

Ces fiches ont été conçues pour permettre aux étudiants de DCG de réviser le programme de l'épreuve UE 12 et leur permettre de travailler en autonomie sur les différents thèmes et les types d'exercices qu'ils pourraient rencontrer.

Cette première fiche propose une méthodologie pour aborder les différents exercices : traduction, note de synthèse, mémo, réponse à une question.

1 Structure des fiches

Fiche 1 Méthodologie générale des exercices

1. Analyser un graphique
2. Lettre commerciale
3. Note de synthèse
4. Répondre à une question
5. Note de service
6. Résumer.

Fiches 2 à 17

Les fiches suivantes sont consacrées aux thèmes du programme et se présentent selon le même modèle :

a. Plan des fiches

Chaque fiche comprend 5 parties dont les deux premières, concernant les 17 thèmes du programme, sont rédigées en anglais. Les titres des rubriques sont en anglais également.

Key concepts

- Definition(s)
- History and/or dates (when necessary)

Frequently Asked Questions

- Upsides
- Downsides (if necessary)

Vocabulary and acronyms

Les mots en **gras et soulignés** sont, d'une part, les mots de vocabulaire apparaissant dans les textes et, d'autre part, ceux qui sont utiles pour la compréhension de ce thème.

You've got talent in grammar

Aide-mémoire (expliquant brièvement une question grammaticale apparaissant dans le document)

Applications

- Entraînez-vous en grammaire
- Documents
- Corrigés

b. Autres informations utiles

Nous avons choisi le modèle des questions car ainsi les étudiants peuvent travailler à plusieurs par un jeu de questions réponses permettant de vérifier rapidement leurs connaissances.

Les mots **en gras** et **soulignés** sont les mots de vocabulaire de l'ensemble de la fiche, listés dans la rubrique Vocabulaire. Seule la fiche 17 ne comporte pas de mots en gras et soulignés.

Les mots en français sont en *italique* dans la partie vocabulaire.

Les adjectifs, les adverbes, les noms et les verbes sont signalés dans le vocabulaire sous leurs rubriques respectives et les verbes ne sont pas précédés de *to*. Les verbes irréguliers apparaissent sous leurs trois formes.

L'aide-mémoire grammatical, l'application et leurs corrigés sont rédigés en français.

2 Méthodologie générale

a. Analyser un graphique

Vocabulaire utile

• Adjectifs

abrupt: *abrupt*

high: *élevé*

low: *bas*

• Noms

bar chart: *histogramme*

a decrease of: *une baisse de*

graph: *graphique*

courbe: *flow chart*

horizontal line: *ordonnée*

jump: *hausse brutale*

line graph: *courbe*

pie-chart: *camembert*

• Prépositions

by: *en (quand suivi d'une date)*

from...to: *de...à*

• Adverbes

approximately: *approximativement*

dramatically: *de façon spectaculaire*

gradually: *peu à peu, graduellement*

sharply: *brusque*

slightly: *légèrement*

slowly: *lentement*

moderate: *modéré*

stable: *stable*

steady: *régulier*

steadily: *régulièrement*

• Verbes

amount to: *s'élever à*

decrease by: *baisser, diminuer*

drop: *chuter*

escalate: *monter en flèche*

fall from: *tomber, chuter*

fluctuate: *fluctuer*

go (went, gone) down: *descendre*

go up: *monter*

level off: *aplanir*

nosedive: *piquer du nez*

peak: *atteindre un sommet*

plummet: *plonger*

reach a bottom low: *atteindre son plus bas niveau*

rise (rose, risen): *augmenter*

skyrocket: *monter en flèche*

soar: *s'élever, faire un bond*

stabilize: *stabiliser*

b. La lettre commerciale

Toute lettre commerciale (*business letter*) s'écrit entièrement **à gauche**.

Expéditeur (*Sender*) sauf si papier à en-tête

Date

Destinataire (*receiver*)

Reference ou objet (RE)

Formule de civilités

Dear Sir ou *Dear Madam* si destinataire inconnu(e)

Dear Mr Johnson ou *Mrs Johnson* ou *Ms Johnson* si destinataire connu(e)

Corps de lettre (*body of the letter*)

Ne pas oublier la formule « en attendant votre réponse » ou « de vous rencontrer » :

We're looking forward to hearing from you, we're looking forward to meeting you.

Formule de civilités de fin de lettre

La formule correspondant à « veuillez agréer Madame, Monsieur etc. » se traduit de manière très simple par les formules :

"Yours faithfully" si le destinataire est inconnu / *"Yours sincerely"* si le destinataire est connu.

Signature

Prénom Nom

Position dans l'entreprise ("*position*")

Pièce(s) jointe(s) ("*enclosures*" ou "*enc(s)*")

Formules et verbes utiles

agree with:	<i>être d'accord</i>
as far as settlement is concerned:	<i>en ce qui concerne le règlement</i>
as per invoice:	<i>selon la facture</i>
as requested:	<i>selon votre demande</i>
as soon as possible/ shortly/ very soon:	<i>dès que possible</i>
at your expense:	<i>à vos frais</i>
be pleased to:	<i>être heureux de</i>
be interested in:	<i>s'intéresser à</i>
can (could) you please send:	<i>pouvez (pourriez)-vous envoyer</i>



...

can (could) you please send:	<i>pouvez (pourriez)-vous envoyer</i>
do not hesitate to contact us:	<i>n'hésitez pas à nous contacter</i>
enclosed a stamped envelope:	<i>ci-joint une enveloppe timbrée</i>
following (further to) your phone call:	<i>suite à votre appel téléphonique</i>
following your order:	<i>suite à votre commande</i>
further to your request:	<i>suite à votre demande</i>
in reference to/ referring to:	<i>en référence à</i>
on request:	<i>sur demande</i>
we look forward to hearing from you:	<i>dans l'attente de vos nouvelles</i>
we're enclosing/ find enclosed:	<i>trouvez ci-joint / veuillez trouver ci-joint</i>

c. Note de synthèse

■ Définition

Une note de synthèse est un exercice universitaire qui demande l'élaboration d'une problématique argumentée à partir de thèmes provenant de sources diverses. Il ne s'agit en aucun cas de résumer ou de rendre compte séparément des documents présentés ou d'un copier-coller des citations ou des traductions mises bout à bout. Le principe qui sous-tend la note de synthèse est le repérage de thèmes et d'une problématique.

Une synthèse organise l'ensemble des idées et des informations données, puis développe une problématique en utilisant des mots de liaison et des verbes argumentatifs. Elle n'est jamais rédigée à la première personne car elle se doit d'être un questionnement distancié et aussi neutre que possible.

■ Méthode et recommandations

Recommandations générales sur la compréhension et le repérage des éléments clefs

Règle n° 1

- Lire **attentivement** la totalité des documents.
- **Repérer** la nature des documents : dessins, articles de presse, graphiques (indications précieuses sur le point de vue de l'auteur anglais, américain).
- **Ne pas négliger** les titres et les sous-titres.
- **Ne pas se perdre** dans les anecdotes et les exemples qui ne sont là que pour illustrer les thèmes.

...

Règle n° 2	• Il est impératif de toujours poser la question essentielle : pourquoi présente-t-on ces documents ? La réponse fait apparaître le thème. • Travail préparatoire sur chaque document : que dit l'auteur ? • Il faut alors reformuler dans son propre langage et quand le document est en anglais ne pas se contenter d'une traduction. Il est impératif de le réécrire.
Règle n° 3	• Quelles sont les similarités et les divergences de ces documents ? • Quel point de vue chacun des auteurs a-t-il choisi de défendre ?

À partir de ce travail, l'étudiant doit commencer à organiser la problématique qui lui est apparue au travers des convergences et des divergences exprimées par les auteurs de chacun des textes.

Ne jamais confondre **thème et problématique** :

- thème : le concept, l'idée ;
- problématique : comme son nom l'indique, c'est un problème posé.

■ *Forme de la synthèse*

- *L'introduction* précise **rapidement** la nature des documents (articles de presse, graphiques, dessins) et **indique le plan** et la **problématique**.
- *L'argumentation* est organisée de façon cohérente selon le plan en traitant la totalité de tous les documents qui ne sont jamais traités successivement. Il faut **hiérarchiser** les arguments, et les présenter en utilisant des mots de liaison.
- *La conclusion* doit être courte et personnelle. Vous pouvez critiquer l'argumentation de certains documents, compléter éventuellement en mentionnant des aspects qui n'ont pas été abordés.

■ *Recommandations linguistiques*

Dans la mesure où les références aux documents sont constantes, il est nécessaire d'enrichir son lexique et ne pas se borner à une répétition systématique du verbe dire et du mot idée.

Vocabulaire

Le point de vue sur le thème peut être abordé de multiples manières. L'auteur peut se servir des notions et des mots de liaison suivants :



• • •

Notions

Il est nécessaire d'étoffer votre lexique et d'éviter la répétition des verbes « dire et penser ».

- **aborder** un problème : *to deal with / to tackle a problem*
- **affirmer** son point de vue - croire : *believe, think* - constater : *assert*
- **contester** : refuser : *refuse* / s'indigner : *be indignant* / contester : *contest, protest* / revendiquer : *claim* / s'insurger : *rise, rebel, revolt against* / s'insurger contre une proposition : *flare up at* / douter : *doubt* / remettre en cause : *question* / craindre : *fear*
- **proposer** : conseiller : *advise* / souhaiter : *wish* / préconiser : *recommend*
- **sous-entendre** : *insinuate / suggest*
- **apporter un complément d'information** : compléter : *complete* / ajouter : *add*
- **confirmer** : insister : *insist* / être d'accord : *agree* / prouver : *prove* / partager : *share*

Mots de liaisons les plus fréquents

Après : *later afterwards*

Au contraire : *on the contrary / conversely*

Au-delà : *beyond*

Cependant : *however*

Complémentaire : *additional*

Deuxièmement : *secondly*

De plus : *moreover*

Donc : *thus*

D'un côté, de l'autre : *on the one hand.... on the other hand*

Tout d'abord : *first, firstly, first of all*

En outre : *besides*

Ensuite : *then*

Néanmoins : *nevertheless*

Par conséquent : *consequently / therefore*

Pour commencer : *to begin with*

Pour conclure : *to conclude, to end*

Sans doute : *undoubtedly*

Selon : *according to, as for*

d. Répondre à une question posée en anglais

Règle n° 1 : Consigne	Vérifier tout d'abord la consigne : répondre en anglais ou en français et le nombre de mots requis.
Règle n° 2 : Question	• La question est-elle posée sur un ou plusieurs documents ? • Repérer et analyser les termes de la question car ils permettent la première approche du problème posé.
Règle n° 3 : Document	• Repérer nature et source des documents si les documents proposés sont liés à celle-ci. • Lire une première fois pour une vision globale. Puis, à la deuxième lecture, repérer les éléments en relation à la question posée.
Règle n° 4 : Plan	• Élaborer un plan à partir : – des termes de la question, qui permettent de repérer la problématique et d'envisager ce qu'elle sous-entend ; – puis des idées principales repérées dans le(s) document(s) ; – penser à utiliser des mots de liaison pour relier les idées et l'enchaînement des paragraphes. • Exemples de plan (exemple : avantages/inconvénients, problèmes/solutions, causes/conséquences, etc.)
Règle n° 5 : Développement	Introduction : Définir les termes de la question et indiquer son plan. Rédaction • Ne pas faire de copier-coller à partir du document. • Réécrire et impérativement reformuler avec un lexique riche et adapté au contexte. Rechercher des synonymes. • Penser à utiliser des mots de liaison (se référer à la méthodologie de la note de synthèse). Conclusion : Synthétiser les idées principales du plan et compléter éventuellement en mentionnant des aspects qui n'ont pas été abordés.
Règle n° 6 : Relecture	• Vérifier que la totalité du questionnement a été clairement abordée dans tout le corpus. • Vérifier l'orthographe, et l'utilisation appropriée des mots de liaison.

e. Note de service, en anglais *memorandum (memo)*

De De = *From*

A A = *To*

OBJET : (le sujet de la note service) = RE

Une note de service n'est pas aussi formelle qu'une lettre mais elle l'est cependant davantage qu'une lettre personnelle.

Il s'agit d'un document envoyé à des collègues ou des personnes travaillant pour vous donc le ton est assez amical.

Il se doit d'être court, précis et efficace, indiquant les points essentiels.

Terminer par une formule courtoise.

3 Résumer

Résumer signifie réduire et donc raccourcir le document initial de deux tiers et donner les éléments essentiels en évitant de traduire.

Règle n° 1	• Vérifier en quelle langue (français ou anglais) résumer le document. • Respecter le nombre de mots exigés, en principe un tiers du document.
Règle n° 2	Lire attentivement le titre, le sous-titre. Repérer le thème puis les mots clefs du titre. Ensuite noter les mots clés au fil du texte. C'est à partir de ces mots que vous pourrez construire vos propres phrases.
Règle n° 3 : Erreurs à éviter	• Ne pas faire de paraphrase : un résumé doit être trois fois plus court que le texte original. • Ne pas répéter des phrases complètes : utiliser vos propres mots autant que possible. • Ne pas donner d'exemples précis sauf s'ils sont très pertinents, chiffres ou dates. • Ne pas citer de noms propres sauf s'il s'agit de personnes connues. Citez seulement leur fonction. • Ne faire ni commentaire, ni digression, c'est-à-dire ne donner ni explications ni votre opinion. • Ne pas modifier le texte : ne rien ajouter, inventer ou interpréter.
Règle n° 4 : Le résumé	Introduction • Ne pas citer le titre, la date et la source de l'article sauf si on remarque un élément pertinent comme par exemple si le journal ou magazine est anglais ou américain. • Si un jeu de mots figure dans le titre, l'expliquer. • <i>Le point le plus important est de souligner le thème principal qui se dégage du texte : cet article traite de, aborde, souligne...</i> Développement • Résumer les idées principales à l'aide des mots clefs mais sans recopier les expressions entières du texte. Les idées principales sont souvent exprimées dans les deux premières lignes de chaque paragraphe. • Résumer chaque paragraphe à partir d'une ou deux phrases liées au thème, tout en montrant la progression de l'argumentation de l'auteur. • Si le texte est accompagné d'une image, d'un tableau ou d'un graphique, le citer et le décrire par rapport au texte. Conclusion • La conclusion de l'auteur est essentielle ; elle figure tout à la fin du texte. Pas de conclusion personnelle. • Ne pas oublier d'indiquer le nombre de mots.
Règle n° 5	Relire le résumé en se demandant si un autre lecteur pourrait en dégager les idées essentielles et ne pas oublier de vérifier également votre expression et votre orthographe.

Oil shocks and renewables

2

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

The whole world nowadays depends on oil and its production relies on the law of supply and demand. For the past 30 years, the world economy has been deeply affected by the price of **fossil fuels** especially **crude oil** which **underwent wide price swings** from a record low of \$20 a **barrel** to a record high of \$147 in 2009. These price hikes which caused several economic crises generated what economists called “oil shocks”.

a. Definition

“Technology shock” is used to define an event that can change production. Therefore the oil crisis of 1973 followed by the 1979 events can be termed an oil shock.

b. History : Major dates and figures

- **1948-1970:** oil prices were stable: \$3 per **barrel**. At that time the US controlled oil prices and its production covered more than 54% of its domestic needs.
- **1960:** creation of OPEC (Organization of the Petroleum Exporting Countries)
- **1973-1978 First Oil Crisis:** prices rose by up to \$12 in 1974 because of the war between Egypt, Syria and Israel. Arab nations imposed an embargo on these countries **lowering** oil production to 5 million **barrels per day** (bpd). At that time the US lost their control over oil prices to the benefit of OPEC.
- **1979-1980:** both the Iranian revolution in 1979 and the Iraqi invasion in 1980 caused a dramatic 10% oil production **decrease** and consequently a sharp price increase up to \$35 per **barrel**.
- **1980-1986:** As a result of these price swings and political factors, most industrialized countries reduced oil imports, tried to find alternative solutions to fossil fuels. Oil prices went **below \$30 per barrel until 2003**.

- The diminution of oil stock together with a fear of a **depletion forecast** and the global economic recession can bring about severe inflation and speculation on oil prices.
- **2005: \$60**
- **2008:** the barrel price reached \$147 because of too much demand from emerging countries.

2 Frequently asked questions

a. Upsides

■ *What is crude oil?*

Crude oil is a **fossil fuel**. That hydrocarbon was formed millions of years ago in rock formations.

When burned, it creates energy.

■ *How much proven crude oil reserves exist in the world?*

Reserves amount to almost 1.3 trillion **barrels** and OPEC Member Countries produce 79 per cent of them.

■ *What products come from crude oil?*

4,000 products are derived directly or indirectly from petrol gasoline to liquefied petroleum gas LPG, kerosene, gasoil and fuel, oil lubricants, asphalt as well as end-products such as perfumes and insecticides plastics, synthetic fibres, synthetic rubbers, detergents and chemical fertilizers.

■ *When was OPEC founded?*

Founded in 1960, now gathers 12 members.

Oil is their main marketable **commodity** and provides economic, social and political development.

■ *What are OPEC's objectives? (abridged from OPEC sources)*

- To co-ordinate and unify the petroleum policies of the Member Countries.
- To seek ways and means of ensuring the stabilization of prices in international oil markets and forecasting economic growth rates.
- To provide an efficient economic and regular supply of petroleum to consuming nations and a fair return on capital to those investing in the petroleum industry.

■ *How does OPEC oil production affect oil prices?*

Given that OPEC Countries produce about 46 per cent of the world's **crude oil** and about 60 per cent of the **crude oil** traded internationally, any decisions to **increase** or reduce production may lower or raise the price of crude oil.

■ *Is OPEC the only responsible party for crude oil final prices?*

OPEC decisions on prices cannot be held responsible for all changes. Many factors influence the prices paid by end consumers for oil products.

In some countries taxes amount to at least 60 per cent of the final gasoline price paid by consumers, so even a major change in the price of **crude oil** might have only a minor impact on consumer prices.

■ *What causes low oil prices?*

Low prices of **crude oil** can be caused mostly by an imbalance between supply and demand – too much supply or too little demand.

OPEC Member Countries have always tried to adjust their **crude oil** supplies to improve the balance between supply and demand. Most non-OPEC oil producers supply as much oil as they can.

If oil production rises faster than demand, then prices can fall and all oil producers will suffer.

In the long run, consumers will also suffer if the oil industry is unprofitable and unattractive to investors.

■ *What causes high oil prices?*

Many factors are also involved in determining prices from an imbalance between supply and demand – to poor weather conditions or wars.

Crude oil prices can also be high due to a shortage of oil supply or high prices paid by consumers (car users) due to governmental taxes.

■ *What happens if oil prices go up or down?*

As oil is an essential resource of the petroleum industry and the industrialized countries, its high price raises transport and services costs.

If supply is high and prices low, investors may no longer be interested, thereby causing economic damage and serious inflation in developing oil producing countries.

b. Downsides

■ *Is the world running out of oil?*

Because oil is a finite resource, it will eventually run out. OPEC's oil reserves are sufficient to last for more than 85 years, while non-OPEC oil producers' reserves may last for less than 20 years.

■ *What are the objections to fossil fuels?*

Fossil fuels when burning reject carbon dioxide, a fact which is much more in evidence now due to the very strong demand of developing countries in crude oil.

■ *What types of energy are alternatives to fossil fuels?*

Renewables can be alternatives to fossil fuels

(adapted from http://EzineArticles.com/?expert=Henning_M)

■ *What is renewable energy?*

Unlike fossil fuel it is a source of energy that does not **decrease** because it comes from natural resources such as wind, sun, water, geothermal flow, tides, or biological processes. With the fear of a shortage of fossil fuels and a strong dependency upon oil, most governments became concerned with finding alternatives that could provide environmentally friendly energy and **implemented** laws to help research cost effective sources of energy Solar/Thermal Energy/Wind Power/Photovoltaic's/Wave Power/Hydropower/Biomass/Geothermal Energy/Biogas Biofuel Technologies/Heat Pumps/Waste Incineration.

■ *What are its drawbacks?*

It takes a long time to raise public awareness.

Finding alternative solutions capable of matching the global need for petrol has become a crucial issue for governments and economists. The 2008 economic slump that sent crude oil prices soaring obliged many nations to look for other energy resources, which cover only 7% of our needs.

Because oil is a major economic factor its replacement could also provoke major economic crises.

Vocabulary

• Adjectifs

cost-effective: *rentable*

domestic: *intérieur*

drastic: *draconienne, drastique*

hazardous: *dangereux*

relevant: *pertinent*

wide: *large*



• • •

• **Noms**

balance: *équilibre*
 barrel: *baril*
 commodities: *matières premières*
 consumption: *consommation*
 crude oil: *pétrole brut*
 depletion: *épuisement*
 electronic device: *appareil électronique*
 hedge funds: *fonds spéculatif*
 fossil fuel: *combustible fossile*
 gasoline (us) = petrol (gb): *pétrole*
 hardship: *motivation*
 hardware: *disque dur*
 heat pump: *pompe à chaleur*
 in the long run: *sur le long terme*
 oil shale: *schiste bitumineux*
 policy(ies): *stratégie(s)*
 price hike: *augmentation rapide du prix*
 production = output: *production*
 refinery: *raffinerie*
 shale gas: *gaz de schiste*
 shale oil: *pétrole bitumineux*
 shortage: *pénurie*
 shortfall: *déficit*
 slump: *effondrement*
 spike: *produit fini (industrie pétrolière)*
 steady: *stable, régulier*
 sugarcane: *canne à sucre*
 windfarm: *éolienne*

• **Verbes**

address: *aborder, traiter*
 browse: *feuilleter*
 deal (dealt, dealt) with: *traiter*
 decrease: *diminuer*
 deplete: *épuiser*
 dwindle: *diminuer*
 entail: *entraîner*
 fall (fell, fallen): *tomber, chuter*
 forecast (forecast, forecast): *prévoir*
 hedge: *se couvrir*
 implement: *mettre en œuvre*
 increase: *croître, augmenter*
 jeopardize: *mettre en danger*
 lower: *baisser*
 nosedive: *piquer du nez, s'effondrer*
 peak: *atteindre un sommet, un pic*
 plummet: *chuter brusquement*
 recede: *subir une récession, se rétracter, diminuer*
 rise (rose, risen): *augmenter, monter*
 run (ran, run) out: *s'épuiser*
 seek: *chercher*
 shift: *déplacer*
 skyrocket: *monter en flèche*
 soar: *augmenter brutalement*
 undergo (underwent, undergone): *subir*
 tout: *vanter*
 trigger: *déclencher*
 waste: *gaspiller*

• • •



• Acronymes

BPD: Barrel per day

CPI: Consumer Price Index

IEA: International Energy Agency

MTOE: Million of Tonne Equivalent

OECD: Organisation for Economic Cooperation and Development

OPEC: Organisation of Petroleum Exporting Countries

PPI: Producer Price Index

3 You've got talent in grammar

Aide-mémoire

Forme active	Forme passive correspondante
The government subsidizes the project. Le gouvernement subventionne le projet.	The project is subsidized by the government. Le projet est subventionné par le gouvernement.
The new manager solved the problem.	The problem was solved by the new manager.
The experts had predicted a slump in prices. Les experts avaient prédit un effondrement des prix.	A slump in prices had been predicted by the experts. Les experts avaient prédit un effondrement des prix.
They will increase their output of oil products. Ils augmenteront leur production de produits pétroliers.	Their output of oil products will be increased . Leur production de produits pétroliers sera augmentée.

Applications

1 Entraînez-vous en grammaire

1. Mettez les phrases suivantes à la forme active

1. Reserves are estimated at almost 1.3 trillion barrels.
2. For the past 30 years, the world economy has been affected by the price of fossil fuels.
3. OPEC was created during the embargo by a few oil-producing countries.
4. A rise in prices can be caused by number of factors.
5. These needs have to be addressed very quickly by governments.

2. Mettez les phrases suivantes à la forme passive. Utilisez un complément introduit par **by** uniquement dans les cas où c'est nécessaire

1. The current economic crisis affects the price of oil.
2. Years of careless exploitation have depleted the country's reserves.

3. We will address the problem as soon as possible.
4. This decision may jeopardize our good relations.
5. The government is taking drastic measures to reduce waste.
6. One can forecast a rapid recovery.
7. The slump might have ruined their economy.

3. Reformulez les phrases suivantes en utilisant un passif

Rappelez-vous le cas des verbes dont le complément est introduit par une préposition (*of, at, etc.*) ou une particule (*up, ...*) : au passif, la préposition / la particule doit rester rattachée au verbe : *The injured person was looked after.*

1. The OPEC countries' delegates eventually (= finally) arrived at an agreement.
2. Deforestation has impacted greatly on the country's ecosystem.
3. The government's crack-down on civil liberties brought about the civil war.
4. [They] haven't paid for this cargo of oil yet.
5. Do you think we can deal with this emergency?
6. We must take care of this danger.
7. Do you think we can talk them into signing the contract?

4. Reformulez les phrases suivantes en utilisant un passif (sans complément introduit par *by*)

Rappelez-vous que certains verbes anglais (comme *to say* ou *to fear*) entrent dans des constructions passives, contrairement à leurs équivalents français : *It is feared that emissions from industry could cause additional climate change.* = « On craint que... »

1. People say that he is the richest man in the country.
2. They expect the new manager to solve all the problems. (The new manager...)
3. They told him not to interfere.
4. Madoff forbade investors to get online access to their accounts.
5. Somebody told me that a windfarm is going to be set up here.

5. Traduisez en anglais

Rappelez-vous qu'un passif est souvent l'équivalent d'une construction française en « on » (= « quelqu'un », « certaines personnes », etc.)

1. On ne parle pas français dans ce pays-là.
2. On lui a volé (*to steal sth.* = « voler qqch. ») son passeport il y a deux jours. (*His passport...*)
3. Tu pourrais répondre quand on te parle.
4. On dit que le nouveau président a l'intention de développer les énergies alternatives.
5. On m'a dit que vous parliez couramment trois langues étrangères.

Corrigé

1. Forme active

1. They estimate reserves at almost 1.3 trillion barrels.
2. The price of fossils has affected the world economy for the past 30 years.
3. A few oil-producing countries created OPEC.
4. A number of factors can cause a rise in prices.
5. Governments must / have to address these needs very quickly.

2. Forme passive

1. The price of oil is affected by the current economic crisis.
2. The country's reserves have been depleted by years of careless exploitation.
3. The problem will be addressed as soon as possible.
4. Our good relations may be jeopardized by this decision.
5. Drastic measures have been taken by the government to reduce waste.
6. A rapid recovery can be forecast.
7. The economy might have been ruined by the slump.

3. Passif

1. An agreement was arrived at by the OPEC countries' delegates.
2. The country's ecosystem has been greatly impacted on by deforestation.
3. The civil war was brought about by the government's crackdown on civil liberties.
4. This cargo of oil hasn't been paid for yet.
5. Can this emergency be dealt with?
6. This danger must be taken care of.
7. Can they be talked into signing the contract?

4. Reformulation

1. He is said to be the richest man in the country.
2. The new manager is expected to solve all the problems.
3. He was told not to interfere (= *intervenir*).
4. Investors were forbidden to get online access to their accounts.
5. I was told that a windfarm is going to be set up here.

5. Traduction

1. French is not spoken in that country.
2. His passport was stolen two days ago.
3. You could answer when you're spoken to.
4. The new President is said to intend to develop renewable energies.
5. I was told you spoke three foreign languages fluently.

2 Rédiger une note de synthèse des trois documents suivants, en français et en 250 mots :

Doc 1. Bio-Fuel Market Set to Grow by 1,000% August 5th, 2008

James DiGeorgia is editor and publisher of the Gold and Energy Advisor Newsletter (www.goldandenergyadvisor.com)

Bio-fuel is the new green, completely clean fuel source. It's also known as "agro-fuel" and can be broadly defined as any solid, liquid or gas fuel consisting of or derived from biomass (..) It is a renewable energy source, unlike petroleum and coal, which once used are gone forever. This energy source has suddenly become competitive with oil.

Right now, bio-fuels are capturing about \$23 billion of the \$1.3 trillion we spend each year to power our cars, trucks, airplanes, trains and ships. That's just two percent of the market with an astounding 98 percent upside.

Is the bio-fuel market set to grow by 1,000 percent? One Brazilian company planning to spend \$54 billion on this new fuel by 2010 sure thinks so.

The US, the EU, Japan and China have all passed statutes mandating that bio-fuel be increasingly used to replace crude oil products in order to reduce emissions and to reduce dependence on foreign crude.

The market for bio-diesel is also growing at a phenomenal rate. Consumption in the US grew a 300 percent in one year! In the US alone, more than 80 percent of commercial trucks and city buses run on diesel, making the potential US market for biodiesel huge.

Ethanol fuel, made from ethyl alcohol, is one such bio-fuel alternative to gasoline. It is easy to manufacture and process and can be made from very common crops grown in the United States such as sugar cane and corn, which reduce the need for imported foreign crude.

Ethanol production should increase dramatically over the next couple of years because of the Energy Policy Act of 2005, which set a renewable fuels standard mandating 7.5 billion gallons of annual domestic renewable-fuel production by 2012. Refiners will be required to blend bio-fuel into diesel and gasoline supplies.

Doc 2. Garbage turned into biofuel

There is plenty of garbage on this planet. Global change biology has published new research that claims replacing gasoline with biofuel from processed garbage could cut global carbon emissions by 80%.

The problem is that the biofuel production causes food shortage. Additionally, farmers are adopting controversial techniques and methods to increase their production and rather than helping the climate, it is harming it.

But garbage is abundantly available. Second-generation biofuels like cellulosic ethanol obtained from processed urban waste may take care of the garbage and produce fuel.

Associate Professor Hugh Tan says "Our results suggest that fuel from processed waste biomass, such as paper and cardboard, is a promising clean energy solution." "If developed fully this biofuel could simultaneously meet part of the world's energy needs, while also combating carbon emissions and fossil fuel dependency."

The research team has calculated that 82.93 billion liters of cellulosic ethanol can be produced by the available landfill waste in the world and the resulting biofuel can reduce global carbon emissions in the range of 29.2% to 86.1% for every unit of energy produced.

Source <http://www.alternative-energy-news.info>

Doc 3. Alternative Fuels Can Boost Pollution November 22nd, 2007

A recent US study released on November 13, 2007, warns that some alternative fuels can cause more harmful greenhouse gas emissions than fossil fuel polluters like diesel or petrol. Liquid coal, often **touted** as an alternative to gasoline and thus a way of reducing our dependence on foreign oil, can produce up to 80% more global warming pollution than typical unleaded gasoline.

Other popular alternative fuels, such as corn ethanol, can also be more polluting. Whether corn ethanol is more or less polluting than gasoline will depend on how it the corn is grown, and how the ethanol is produced.

A selection of cleaner "advanced biofuels" could actually cut harmful pollution. The report suggests that the cleanest alternative is cellulosic ethanol: a fuel made from biomass, such as grass and wood chips. Cellulosic ethanol could actually cut emissions by more than 85 percent.

The major contention in the report is that just because a fuel is alternative doesn't mean it is the best choice: although we need to wean ourselves off of oil, it would be prudent to do so with the appropriate, clean, alternative fuel.

Source <http://www.ucsusa.org>

Corrigé

L'épuisement du pétrole et la pollution accrue de l'environnement obligent les entreprises à développer des énergies alternatives propres, encouragées par des gouvernements conscients des risques écologiques. Nous distinguerons les deux principaux biocarburants et leurs dangers éventuels ainsi que leurs modes de production. Nous verrons ensuite si des solutions existent permettant développement et élimination des risques de pollution.

Le biocarburant qui remporte tous les suffrages provient de la biomasse, c'est-à-dire des plantes. Il s'agit de l'éthanol dont les États industrialisés soutiennent la production. Ils incitent les industriels constructeurs automobiles, maritimes et pétroliers à passer au biocarburant en votant des lois pour sa mise en application le plus rapidement possible et ce dès 2030. Ils demandent aux raffineries de mélanger diesel et biocarburant.

Facile à produire à partir du maïs et de la canne à sucre, il entraînera moins de dépendance par rapport au pétrole. Ce marché ne représente actuellement que 2 % du marché des carburants mais devrait augmenter de 1,000 % selon une société brésilienne.

Cependant il existe deux types d'éthanol : l'éthanol qui engendrerait une pollution équivalente dont la culture intensive entraînerait une pénurie de nourriture et augmenterait le réchauffement climatique.

Le deuxième est l'éthanol cellulosique provenant des ordures ménagères qui permettrait de gagner un double pari, réduire la masse colossale des ordures et produire un carburant propre qui diminuerait la pollution de 29,6 % à 86,1 %. Constituera-t-il la solution miracle ? (250 mots.)

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

In a globalized world where competition is **fiercer** than ever, countries organized themselves into regional geographic blocs to be able to give themselves means to face the internationalisation of trade. They signed mutual **agreements** and most of them joined the **WTO** (World Trade Organization).

b. History

The first treaty was signed in 1082 between the Byzantine Empire and the Republic of Venice.

The first European trade bloc was German and dates back to 1834. It was meant to remove barriers in Central Europe. One of the goals of The 1914 Bretton Woods Conference after World War II was to promote peace. As a consequence most European countries decided to help their economic recovery by reducing their trade barriers.

2 Frequently asked questions

■ *What are the major trade blocs?*

ASEAN, EU, NAFTA

■ *What is ASEAN?*

It was set up in 1967 by Indonesia, Malaysia, The Philippines, Singapore and Thailand. Brunei Darussalam joined in 1984, Vietnam 1995, Lao PDR and Myanmar in 1997, and Cambodia in 1999. Its aims are:

- to accelerate the economic growth, social progress and cultural development in the region;

- to promote regional peace and stability abiding to the laws and principles of the United Nations Charter.

■ *What measures and treaties have shaped the European Union?*

- 1951: The European Coal and Steel Community is established by the six founding members.
- 1957: The Treaty of Rome establishes a common market.
- 1979: The first direct elections to the European Parliament.
- 1993: Completion of the single market.
- 1993: The Treaty of Maastricht establishes the European Union.
- 2002: Euro notes and coins are introduced.
- 2007: The EU expands to 27 members, with more than 500 million inhabitants.
- 2009: The Treaty of Lisbon ensures member states:
 - a more democratic and transparent Europe with a strengthened role for the European Parliament and national parliaments, and more opportunities for citizens to have their voices heard;
 - a more efficient Europe with simplified working methods and voting rules and more modern institutions;
 - a Europe of **rights** and values, freedom, solidarity and security (*abridged EU source*).
- 2012: The (TSCG) Treaty on Stability, Coordination and Governance in the economic and monetary union.

■ *What are Economic and monetary union rules (EMU)?*

Each EU country must meet the five convergence criteria in order to go to the third stage.

- **Price stability**
- **Inflation:** long-term interest rates may not vary by more than 2% in relation to the average interest rates of the three member states with the lowest inflation;
- **Deficits:** national budget deficits must be below 3% of GDP at market prices;
- **Public debt:** this may not exceed 60% of GDP at market prices;
- **Exchange rate stability:** exchange rates must have remained within the authorised margin of fluctuation for the previous two years.

1995: The European Union **joined** the World Trade Organisation (WTO).

It has granted duty-free or **cut-rate** preferential access to its market for most of the imports from developing countries and economies in transition. It is increasing its trade with the emerging powers in other parts of the world, from China and India

to Central and South America and encourages technical and cultural cooperation. Trade relations between the US and the EU are **handled** through the WTO mechanisms. They try to develop relations founded on equality and partnership. However, EU countries do not always agree on the diplomatic, political and military methods used to establish relations with the United States (*abridged from EU Source*).

■ What does NAFTA refer to?

In 1994, the **North American Free Trade Agreement** between the United States, Canada and Mexico came into force.

All remaining **duties** and quantitative restrictions were eliminated on January 1, 2008. It thus created the world's largest free trade area, which now **links** 444 million people producing \$17 trillion worth of goods and services.

Trade between the United States and its NAFTA partners has **soared** since the agreement came into force. US goods and services trade with NAFTA totalled \$1.0 trillion in 2007 (latest data available).

In September 2012 the US trade deficit amounted to \$415.5 billion, Exports: \$187.0 billion, Imports: \$228.5 billion (*source NAFTA*).

Vocabulary

• Adjectifs

fierce: *féroce*

tedious: *fastidieux, ennuyeux*

• Noms

agreement: *accord*

border: *frontière*

challenge: *défi*

commodities: *matières premières, produits de base*

compromise: *compromis*

cut-rate access: *accès à taux réduit*

data: *données*

deal: *accord*

duties: *droits de douane*

goods: *marchandises*

enlargement: *élargissement*

flurry: *agitation, bouleversement*

interest rate: *taux d'intérêt*

pending dispute: *dispute en cours*

rights: *droits*

settlement: *règlement*

sovereignty: *souveraineté*

stiff competition: *compétition sévère*

subsidy: *subside, subvention*

tariffs: *tarifs, droits de douane*

threat: *menace*





• Verbes

achieve: *réussir, réaliser (un projet)*

achieve a deal: *conclure un accord*

agree: *être d'accord (ne jamais utiliser auxiliaire être)*

aim at: *avoir pour but*

be worth: *valoir*

disagree: *être en désaccord*

drop a case: *abandonner une affaire*

hamper: *gêner, entraver*

handle: *traiter, mener*

join: *adhérer*

link: *relier*

praise: *faire l'éloge, louer*

reach an agreement: *parvenir à un accord*

settle: *régler, conclure, terminer*

strike (struck, struck) a deal: *conclure un accord*

soar: *monter en flèche*

solve: *résoudre*

subsidize: *subventionner*

threaten: *menacer*

total: *totaliser*

toy with: *caresser l'idée de*

• Acronymes

EU: *UE Union européenne*

NAFTA: *ALÉNA: Accord de Libre-Échange Nord-Américain*

WIPO: *OMPI: Organisation Mondiale de la Propriété Intellectuelle*

WTO: *OMC: Organisation Mondiale du Commerce*

3 You've got talent in grammar

Aide-mémoire : Équivalents anglais de « Faire faire »

1. "Faire faire", sens actif

*Fiercer global competition **made** countries **accelerate** their organisation in regional blocs. ... / **a fait accélérer** les pays dans la constitution de blocs régionaux.*

- La construction utilisée est **make + nom ou pronom + infinitif** sans *to*.
- Notez l'ordre des mots, différent de celui du français (PAS ~~made accelerate countries~~).
- On peut également utiliser **have** dans une construction semblable :
*Fiercer global competition **had** countries **accelerate** their organization.*

2. "Faire faire", sens passif

*This gave citizens an opportunity to **have** their voices **heard**. (...une occasion de **faire entendre** leur voix)*

Notez qu'ici l'action est « subie » par le nom qui intervient dans la construction : les voix sont entendues; donc, de façon logique, on utilise un **participe passé** (*heard* = entendu). Et notez l'ordre des mots, ici encore, différent de celui du français.

Applications

1 Entraînez-vous en grammaire

1. Complétez les phrases en utilisant *have* ou *make* selon le sens

1. Their lawyers ... (the adverse party) (drop the case).
2. Once more, he proved to be a good negotiator: he ... (the dispute) (settle within a matter of hours).
3. The World Trade Organization ... (the EU) (cut its import tariffs on bananas from Latin America).
4. It was hard to convince them, but eventually we ... (our rights) (recognize).
5. I think nothing can ... (the delegates) (change their minds about state sovereignty).

2. Traduisez en anglais

1. Les accords de libre-échange ont fait augmenter les exportations du Mercosur vers les États-Unis.
2. Les pays asiatiques ont fait progresser leur PIB en dépit de l'effondrement des marchés.
3. La crise a fait ralentir les ventes chinoises cependant leurs exportations atteignent cependant 24 % en 2012.
4. Le WTO a donné l'occasion aux pays plus pauvres de se faire entendre pendant des négociations.
5. Le droit international a aidé à faire progresser le droit du travail et amélioré certaines règles de sécurité.
6. Certains opposants au libre-échange ont aidé à faire également avancer les conditions de travail des ouvriers agricoles.

Corrigé

1. Utilisation de *have* ou *make*

1. Their lawyers made / had the adverse party drop the case.
2. Once more, he proved to be a good negotiator: he had the matter settled within a matter of hours.
3. The World Trade Organization made / had the EU cut its import tariffs on bananas from Latin America.
4. It was hard to convince them, but eventually we had made them recognize our rights.
5. I think nothing can make the delegates change their minds.

2 Traduction

1. Free-trade agreements made Mercosur exports to the US rise.
2. Asian countries made their GDP grow despite the markets' slump.
3. The downturn had the Chinese sales slow down however their exports nevertheless reach 24% in 2010.
4. The WTO gave smaller countries the opportunities to have their say during negotiations.
5. International law had labour rights improve as well as safety rules.
6. Some free-trade opponents helped make farm workers' conditions improve.

2 Résumer le document en anglais et en 180 mots.

Going around the US, Katie Baker. Newsweek. March 2010

Last month, Latin American nations proposed a new regional bloc (excluding the US and Canada) to serve as an alternative to the Washington-dominated organization of American States. Predictably, the leaders of Venezuela and Bolivia praised the step as an emancipation from US "imperialism". But even moderate players such as Brazil and Mexico seemed to agree that the region's interests (especially its trade interests) might benefit from fewer ties, to its big recession-plagued neighbor to the North.

Latin America is hardly alone in this epiphany. Asia has long **toyed with** the idea of a trade bloc, but for years the notion was **hindered** by Japanese and Chinese infighting, as well as Tokyo and Seoul's eagerness to forge stronger ties to the American market. But experts say the recession has made Asia realize it can no longer rely on the US to consume its exports. To counteract declining trade volume with the US, China and others have started engaging in a **flurry** of intra-Asian free-trade deals. Japan and China have both even advanced the idea of a common regional currency, leading some analysts to predict Asia will become a NAFTA or EC-like free-trade zone within the next decade.

This opens up the prospect that the US Trade to the East and South could eventually be eclipsed as governments prioritize regional commerce. Still, any bloc would face internal hurdles. Latin America has a poor record on integration. Its Mercosur trade bloc has stagnated in recent years, and its leaders are forever quarreling. Old rivalries could also derail an Asian bloc, as Japan and smaller economies fret about Chinese hegemony. But this recession may mark the moment when the developing world decides it prefers to trade among itself.

Corrigé

Latin American nations, impelled by Venezuela and Bolivia are thinking of setting up a new regional bloc, excluding their two largest trading powers, the US and Canada. Mexico and Brazil have supported this idea, on the grounds that the economic slump may entail a major decrease of their exports.

The Asian bloc had nurtured the same thought of creating a purely Asian union. This notion was substantially approved, due to the fear of a trade backlash as a result of the economic downturn in Western countries. However South Korea and Japan did not support the plan because they were trying to develop stronger exchanges with the West.

The global crisis completely changed the situation. They all now toy with the idea of a “common regional currency” based on the EMU and the Nafta free-trade area models.

Both South America and Asia wish to enforce their regional trade. Unfortunately some problems remain to be solved in both communities, e.g. China’s supremacy, quarrels in the Asian bloc and the lack of growth in the MERCOSUR countries. Nevertheless their dream of trading mostly within their own borders may come to pass. (189 words.)

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

This is a process that began in the 1960's, concerning trade flux, investment and information. Thanks to new technologies markets in goods services and capital have spread, thus enabling businesses to **trade** all around the world. Large-sized companies have largely benefited from this global free market place for goods and services.

Globalization is a term that can also stand for a kind of social and cultural standardization.

b. History

People have always travelled and traded, favouring contact and exchanges between nations. The second part of the 20th century saw the development of air transport, huge tankers and ships, and above all the new technologies **boom** such as **information highways** and cables that made it possible for ideas, **commodities**, products and finance to travel very fast.

Corporations quickly took advantage of advances in technology and new investment opportunities, and **crossed** national **borders**, first investing in developing countries in Africa and later in the BRICs (Brazil, Russia, India, China).

2 Frequently asked questions

a. Upsides

■ *What factors sparked globalisation?*

The advancement of information technology, more rapid means of transport, internationalisation of finance, liberalisation of markets.

■ ***What laws are required when corporations operate outside their own frontiers?***

For many centuries nations and their companies **abided by** their own laws. As corporations began to operate across the world, international laws and institutions were forced to address new issues. Therefore, to meet the needs of the economic Global village, governments **enacted** international **regulations** on topics ranging from commercial and financial transactions to Intellectual Property.

■ ***What is Free Trade?***

International imports and exports that are not hindered by government regulations on duties, quotas, currency restrictions or state interference.

■ ***What treaties supported and enforced the globalisation process?***

In 1947 the General Agreement on Tariffs and Trade (GATT) was designed to facilitate **free trade** between member states by regulating and reducing **tariffs** on traded **goods** and by **providing** a common mechanism for resolving trade disputes. In 1992, GATT produced a report that offered its recommendations concerning the relationship between international trade and environmental measures. (*Source: GATT, WTO.*)

Since August 2012 WTO membership now includes more than 157 countries.

■ ***What agreements permitted the spreading of the phenomenon?***

NAFTA (North American Free Trade Agreement) signed between the US, Canada and Mexico. On the one hand the US have opened their borders to these countries and on the other they have protected their own markets with tariffs (*abridged from NAFTA source*).

■ ***Is globalisation beneficial?***

Alan Greenspan, an American economist, said: “The basic problem that we confront is given that the advantages [of globalization] are so much greater than the deficits, how do we take care of those who are on the wrong side of this process?” As Alan Greenspan infers, it all depends on our viewpoint:

- from a company’s viewpoint they can easily trade and **relocate**, invest directly and more easily since they are tax exempted;
- for the middle-classes of emerging countries it often means a definite raising of **living standards** (Source OECD);
- from a consumer’s viewpoint it results in inexpensive imported goods;
- less wars.

b. Downsides

■ *Who are globalization major proponents?*

- World Bank (WB)
- International Monetary Fund (IMF)
- World Trade Organization (WTO)
- World Economic Forum (WEF)
- National Free Trade Agreement (NAFTA)
- Organization for Economic Co-Operation and Development (OECD)

As globalization boosted the growth of Transnational corporations (TNCs) they now have a huge economic power over foreign countries.

They are becoming a political power that may unstabilize national governments and **jeopardize** national sovereignties.

Consequently many organizations are involved in an Anti-Globalization movement.

They are attempting to counterbalance hazardous global economic effects which give Western industrialized countries the opportunity to exploit weaker economies.

They claim a more sustainable world.

■ *What are the most widely-known organisations or movements opposed to free trade?*

- The **International Forum on Globalisation (IFG)** promotes equitable, democratic, and ecologically sustainable economies.
- **People's Global Watch, Corporate Watch, Friends of the Earth International, Public Watch:** All these organizations oppose the destruction of humanity and the planet by capitalism, and seek to build alternatives, want to promote solutions that will help to create environmentally sustainable and socially just societies. **Public Citizen** also fight for the right of consumers to seek redress in the courts, for safe, effective and affordable prescription drugs and health care. (*Copyright © 2010 Public Citizen. All rights reserved.*)

■ *Is Fair trade an alternative to Free Trade?*

Meant to offer a different approach to trade. It can be regarded as giving consumers a good conscience as well as representing a capitalistic view of trade.

Vocabulary

• Adjectifs

genuine: *authentique* sustainable: *durable*

• Noms

advance: *progrès*

agreement: *accord*

alleviation: *allègement, adoucissement*

border: *frontière*

commodities: *matières premières*

crops: *récoltes*

custom duties: *droits de douane*

enactment: *promulgation d'une loi, ordonnance, décret*

flow or flux: *circulation*

free trade: *libre-échange*

glocalisation: *mix of globalisation and internalisation*

global village: *village global*

goods: *biens de consommation*

information highway: *autoroute de l'information*

issue: *problème*

living standards: *niveau de vie*

opponent: *opposant*

proponent: *partisan*

relocation: *délocalisation*

regulations: *règlementations*

seminar: *séminaire*

tariff: *barrière douanière*

trade: *commerce*

trade barriers: *barrières commerciales*

• Verbes

abide by: *respecter (une règle)*

address: *faire face, aborder*

alleviate: *alléger*

boom: *prosperer, être en plein essor*

boost: *promouvoir, renforcer, donner du tonus*

claim: *réclamer, exiger, revendiquer*

cross out: *traverser*

edict: *décréter*

entail: *entraîner*

enforce: *mettre en vigueur*

favour: *favoriser*

hinder: *gêner, empêcher*

include: *inclure*

jeopardize: *mettre en danger*

join: *adhérer*

lead (led, led): *mener, conduire, guider*

meet (met, met) the needs: *répondre à la demande*

oppose: *s'opposer*

pass a law: *voter une loi*

patent: *prendre un brevet, protéger par un brevet*

phase out: *disparaître*

provide: *fournir*

relocate: *délocaliser*

tout: *vanter*

trade: *commercer*

spark: *déclencher, provoquer*

...

support: *soutenir*uphold: *défendre*urge: *encourager, insister, conseiller fortement*

• Acronymes

IFG: International Forum on Globalisation

NAFTA: North American Free Trade Agreement
*ALENA: Accord de libre échange Nord Américain*OECD: Organisation for Economic and Cooperation Development
*OCDE: Organisation de Coopération et de Développement Economique*GMO: Genetically Modified Organism
*OGM: organisme génétiquement modifié*UN: United Nations: *ONU Organisation des Nations Unies*

TNC: Transnational corporation

3 You've got talent in grammar

Aide-mémoire : Les propositions relatives

Les pronoms relatifs sont :

- **who, whom** (rarement employé), **which, whose**
- **that** prononcé /ðæt/
- [zéro]

Exemples (les propositions relatives sont soulignées) :

*We must take care of those **who** are on the wrong side of this process.**They have largely benefited from this global market place **which** allows free circulation of goods and services.**It is a process **that** started in the 1960's.**The reply to this letter was evasive on many points **I had raised**.**That's the country **whose** economy developed the most rapidly.*

- **who** n'est utilisé que quand l'antécédent (= le mot remplacé) désigne une personne.
- **that** et [zéro] peuvent être utilisés avec tous les types d'antécédent. Cependant, il faut obligatoirement employer un pronom de la série **wh-** dans une relative commençant par une virgule ou par une préposition.
- [zéro] est très courant, mais ne peut pas être utilisé quand le pronom relatif est sujet (c'est le cas dans les trois premiers exemples).
- **whose** est utilisé quand le relatif exprime l'appartenance (*the country **whose** economy developed...* : cf. "*the economy **of the country** developed...*").

Applications

1 Entraînez-vous en grammaire

1. Complétez les propositions de la colonne de gauche à l'aide des propositions relatives de la colonne de droite

1. The two governments have come to an agreement...	a. I'm telling you about / which is sold all over the world.
2. The man ... is wrong.	b. I visited
3. The factory ... makes fibreglass cables.	c. whose efficiency is doubtful.
4. The company ... provides medical equipment	d. to which these GMO's are allegedly (<i>prétendument</i>) equivalent
5. They are not in favour of building up protective barriers ...	e. that will boost exchanges between the two countries.
6. The non-genetically modified foods ... are more environmentally friendly.	f. who told you that

2. Remplacez les pointillés, si nécessaire, par l'un des pronoms relatifs suivants : *who*, *which*, *whose*, *that* (vous aurez parfois le choix entre deux ou même trois pronoms relatifs)

1. I met a lot of people ... work in international trade.
2. The agreement, was designed to facilitate trade between member states, did not bear its fruits until the early 2010's.
3. The companies ... needs we are going to meet are mostly foreign companies.
4. The decision ... was made by the WTO was heavily criticized by international observers.
5. These issues are precisely those ... need to be addressed urgently.
6. The office ... he showed me into (to show somebody into = *faire entrer quelqu'un dans*) was meagrely furnished (*meublé*).
7. The negotiators, ... had arrived the day before, immediately set to work.
8. The countries ... have set up such high tariffs obviously want to protect their domestic trade.
9. The measures ... they have decided to enforce in order to reduce their trade deficit will probably be counterproductive.
10. The company, ... has recently taken advantage of new investment opportunities, will probably double its profits in the next five years.

3. Traduisez en anglais

1. Cet après-midi, il devrait rencontrer ses nouveaux partenaires, qui arrivent du Brésil pour discuter des nouvelles lois protégeant la propriété intellectuelle.
2. Cette célèbre multinationale indienne vient d'acquérir une société anglaise spécialisée dans le thé qui est très rentable.
3. Les parties prenantes qui s'étaient réunies au siège social se sont plaintes du manque de communication dans les filiales à l'étranger et du peu d'efficacité de la RSE.
4. La nouvelle stratégie que la direction de la multinationale a voté développera une organisation en réseau.
5. La nouvelle disposition des postes de travail que le directeur des ressources humaines a mis en place ne satisfait pas les employés.
6. L'Union européenne, qui soutient le libre échange, a baissé ses tarifs douaniers, ce qui permettra aux Caraïbes de mieux exporter leurs bananes.

Corrigé

1. Propositions à compléter

1e; 2f; 3b; 4a; 5c; 6d

2. Who, which, whose, that

1. I met a lot of people *who / that* work in international trade.
2. The agreement, *which* was designed to facilitate trade between member states, did not bear its fruits until the early 2010's.
3. The companies *whose* needs we are going to meet are mostly foreign companies.
4. The decision *that/which* was made by the WTO was heavily criticized by international observers.
5. These issues are precisely those *that/which* need to be addressed urgently.
6. The office *that/which* he showed me into (to show somebody into = *faire entrer quelqu'un*) was meagrely furnished (*meublé*).
7. The negotiators, *who* had arrived the day before, immediately set to work.
8. The countries *that/which* have set up such high tariffs obviously want to protect their domestic trade.
9. The measures *which* they have decided to enforce in order to reduce their trade deficit will probably be counterproductive.
10. The company, *which* has recently taken advantage of new investment opportunities, will probably double its profits in the next five years.

3. Traduction

1. By noon he should meet his new partners *who* are flying from Brazil to discuss the latest laws regarding Intellectual property.
2. That famous Indian multinational has just acquired a British tea company *which* is very profitable.
3. The stakeholders *who* met at the head office complained about a lack of communication with subsidiaries abroad and poor efficiency of the CSR.
4. The new policy *which/that* the top managers voted will develop a network strategy.
5. The recent lay-out of the workstations *that* the Human Resource manager implemented doesn't meet employees' satisfaction.
6. The EU, *which* supports free trade, has cut down its tariffs, a measure *which* will enable Caribbean countries to export their bananas better.

2 Rédiger une synthèse des 3 documents suivants, en français et en 220 mots.

Doc 1. WTO and Genetically Modified Organisms (GMOs)

The United States has **led** a global campaign, including in the WTO, to force broader market access for genetically modified organisms (GMOs), in spite of opposition to GMOs in many developing nations based on the fact that the seeds are patented. Thus, poor farmers are forbidden to save and replant them, meaning that those most susceptible to hunger would not be able to afford to use GM **seeds** even if they were proven to be safe. There is also emerging evidence of health and environmental risks that have produced deep-seated popular resistance to GMOs in many additional countries. By **claiming** GMOs as substantially equivalent to non-GM foods, and by sabotaging negotiations for a UN Biosafety Protocol to regulate these products, the United States and other major exporters of GMOs have even argued that the labeling of GMOs would be an "unfair" barrier to trade.

While GMO crops are often **touted** as a way to reduce world hunger, such claims are attempts to favorably recast an issue that is really about large commercial interests. Recent research has shown that there is no significant **yield** increase using GM **crops**, only increased environmental risks.

Doc 2. Dear Shri Jairam Ramesh jee,

Feb 5, 2010 - Since the approval of the Bt brinjal as a food crop by the Genetic Engineering Approval Committee (GEAC) in October 14, 2009, there has been series of public resentments and protests all over the country.

We appreciate your decision to **withhold** the release of Bt brinjal and go for public consultations. By now after public consultations in different parts of the country, we are sure that you must have personally felt the nature of public opposition to this genetically engineered food crop. The opposition is on the basis of sound scientific evidences and genuine concerns for food and environment safety.

Responsible citizens came on their own to oppose the introduction of Bt brinjal. The outburst of protest was severe in Kolkata. Similar protests by farmers, health experts, consumers were noticed in other parts. In Nagpur, the Maharashtra unit of Bharatiya Krishak Samaj met you and submitted a memorandum. Several political parties ranging from the right wing BJP and the Left parties are opposed to the introduction of Bt **brinjal**. India is the centre of origin for brinjal. As farmers we are very much concerned that by genetic contamination by Bt brinjal many indigenous varieties may become extinct. Brinjal is also valued for its medicinal value in ancient systems of medicine and hence introduction of Bt brinjal will be a problem. Introduction of Bt brinjal will violate the Cartagena Protocol on Biosafety to which India is a signatory

We are concerned that introduction of Bt brinjal will have adverse impact on soil microbial species, soil nutrients. Bt is a proven toxin. Some animals over Bt cotton field died and GEAC **turned a Nelson eye** to these incidents which occurred in various parts of the country.

We have with us extensive studies done by independent scientists across the world pointing to the health and ecological hazards of Bt crops. The company data on biosafety are inadequate to address these problems. We **urge** you to stop the introduction of Bt brinjal. With warm regards

Dr Krishan Bir Chaudhary
President
Bharatiya Krishak Samaj

Doc 2. “Monsanto, Quit India” Day!

Thousands of Indians vow to fight for seed sovereignty.

New Delhi, August 9th 2011: On Quit India Day this year, thousands of Indians vowed **to uphold** the country's food and seed sovereignty and resist the increasing corporate takeover of agriculture.

More than a hundred events were organized by civil society groups and concerned individuals to highlight the peril to India's Food, Farmers and Freedom. Across the country, the demands to the governments were mainly four-fold: no collaborative research partnerships with companies like Monsanto in the state agriculture universities and other institutions in the NARS; no commissioned projects especially for GM crop trials, by these institutions and no GM crop trials in general; no public-private-partnerships in the name of improving productivity especially of crops like maize and rice which in effect pose serious questions on food/nutrition security as well as seed sovereignty; setting up grassroots systems of seed-self reliance, recognizing farmers' skills and knowledge related to seed and supporting institution-building and infrastructure around such self-reliant systems, so that timely availability of appropriate, diverse, affordable seed for all farmers is possible.

Corrigé

Les États-Unis et l'OMC ont prôné l'extension des OGM dans les pays émergents arguant qu'ils pourraient réduire la famine, améliorer le rendement des récoltes. Ils permettraient également à des multinationales de réaliser des profits conséquents au détriment des fermiers des pays pauvres.

Le gouvernement indien a retardé sa décision d'introduction du Brinjal OGM. Les multiples mouvements de protestations expriment le refus d'utiliser le Brinjal OGM, de collaborer avec Monsanto dans les centres de recherches, le partenariat privé-public sous prétexte d'améliorer la productivité.

Dans ce pays où cette céréale est considérée comme une plante médicinale, les opposants au Brinjal OGM craignent une grave menace écologique, une dissémination des semences OGM sur les cultures avoisinantes et une contamination des sols. On ignore encore leur possible dangerosité pour la santé.

Les semences vendues sous licence ne pouvant pas être replantées, les fermiers les plus démunis auront des difficultés à les acheter chaque année. Les scientifiques et les fermiers contestent également l'argument du meilleur rendement de ce Brinjal OGM prôné par le OMC et les USA.

Les directives imposées par l'OMC en faveur des OGM sur l'agriculture mondiale appauvrissent de fait le monde agricole. Des mouvements de résistance luttent contre cette ingérence économique qui rend les fermiers dépendants des marchés internationaux, exigent des semences accessibles à tous et militent pour une souveraineté agricole. (220 mots.)

The place of multinationals

5

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

They are large-sized companies **operating** around the world with at least 10% of foreign **ownership**. Vodafone Group Plc, Exxon Mobil, Toyota Motor Corporation, Tata, Total and Arcelor Mittal are some of the largest in the world.

b. History

In 50 years the number of international companies has grown from a few hundreds to 70,000 and these firms **operate** in about 900,000 foreign **subsidiaries** in the world. Their headquarters are located in industrialized countries and their activities account for two third of the world economy.

2 Frequently asked questions

a. Upsides

■ **What are their sectors of activities?**

Almost every single type of **industry** is concerned: **agri-food**, mining, manufacturing, oil, chemicals, carmakers, cosmetics, phone operators etc.

■ **Where do they operate from?**

They usually derive their trade from head offices located in their **home countries**. *The Economic Times* reports that “signalling the growing influence of developing markets in the global economy, as many as 85 per cent of business leaders in India look to other emerging markets for growth and plan to increase their investments there in the near future”.

■ *What legal structures do they choose?*

They either take **shares** in foreign companies, or opt for a **joint-venture** with a local company, and sometimes ends up buying them.

■ *Where do they operate and why?*

Everywhere, especially in developing or emerging countries where they tap local markets and **relocate** their production to increase profit and maximize competitiveness.

■ *Why do they relocate?*

Emerging countries **provide** a numerous and cheap workforce and in the BRICs they can also benefit from skilled labour. India in particular offers highly educated English-speaking software engineers. Therefore since **labour costs** are lower, **cost prices** are lower. These global companies were also offered financial **incentives** (**tax breaks** and **duty exemption**) to invest directly in South East Asia and South America.

■ *How do they function?*

They try to avoid **externalized** costs, and rather choose **in-house** operations which enable them to save costs since all is treated and decided internally, from production to prices.

■ *What kind of organisation do they use?*

Two kinds of organisations **prevail**. Firms may work on a hierarchical organisation with one department specializing in foreign operations or may segment its activities by territories (Europe, Asia, America...).

Some companies may mix both types of organisations. They now also operate in networks.

■ *Multinationals and globalization*

Multinationals have been the most powerful actors in the globalization of economy. The phenomenon started in developing countries in the 70's, **spread to** Asia in the 80's. Western investors largely contributed to the Asian countries' rapid growth.

■ *What are the multinationals ultimate goals and future?*

As the market **share** decreases, competition increases and more companies have to find ways to cope with **intensive competitiveness**. Many have opted for policies of mergers or acquisitions, **takeovers** or **joint ventures**.

Because multinationals are very powerful from an economics standpoint, they are now playing a major role in political decisions of their **host and home countries**.

To address growing criticism, **global** corporations are developing **Corporate Social Responsibility** programmes. However these CSR programmes are also being criticized for having been designed only to improve corporate image.

■ *What is CSR?*

Corporate Social Responsibility (CSR) can make a significant contribution towards sustainability and competitiveness, both in Europe and globally.

The European Commission's defines CSR as:

"A concept whereby companies integrate social and environmental concerns in their business operations, and in their interaction with their **stakeholders** on a voluntary basis." It has recognised the role of CSR as a contributing factor to the Lisbon Strategy for growth and jobs. CSR can help to shape the kind of competitiveness model that Europe wants.

■ *CSR and the economic crisis*

CSR can help to build (and rebuild) trust in business, which is vital for the health of Europe's social market economy. It can also point the way to new forms of value of creation based on addressing societal challenges, which may represent a way out of the crisis.

■ *How can multinationals behave ethically?*

Moral standards can be applied to global business-trade and worldwide job markets. They can be implemented thanks to Fair Trade, **sustainability** and by changing labour standards.

■ *What is Fair Trade?*

Fair Trade is an alternative approach to conventional trade and is based on a **partnership** between producers and consumers. Fair Trade offers producers a better deal and improved terms of trade. This allows them the opportunity to improve their lives and plan for their future. Fair Trade offers consumers a powerful way to reduce poverty through their everyday shopping.

■ *What kind of goods can they purchase?*

Consumers can choose within a large variety of products from food to clothing and furniture (coffee, tea, rice, chocolate, fruit, furniture, shoes sports ball, etc).

All these products bear the FTC logo.

■ *Does Fair Trade really make a difference?*

Fair Trade plays a tremendous part in communities implementing its humanitarian and social values. Women become true assets for the communities. Their children go to schools built with such programmes. Wells are constructed

in order to spare women and children the ordeal of having to walk for long hours to find water.

Thanks to these programmes producers are paid a Fair Trade price plus an additional bonus. Thus they can reinvest and increase their production. Workers also get better wages and health coverage.

b. Downsides

■ *Is Fair trade unfair?*

Fair Trade should mean equal working conditions and equal pay. But because of many countries economic **discrepancies**, developing countries workers earn very little, though more than they would have earned without Fair Trade.

■ *Is Fair Trade supported by supermarkets?*

Max Havelaar's products are becoming more and more present on supermarket shelves, thus relieving consumer conscience; however supermarkets also sell them in order to improve their corporate image. Critics call "**greenwashing**" the attitude of a company that pretends to be more **environmentally-friendly** than it actually is.

As multinationals are extremely powerful, from many countries economics standpoint they can play a major role in political decisions of host and home countries

■ *What are major arguments against CRS?*

They depend on its definition. Is it money spent by a multinational as a **charity business** to improve their corporate image or is it a real commitment to local people and social values? Is CRS valued as a part of the activity as much as any other activity of the company?

Running their business internationally may be to the detriment of national industries. Opponents or critics state that multinationals ruin local businesses since they force them to depend on the global economics standards, destroy traditional culture and values, and play too great a role in local governments political decisions.

■ *Do corporations care?*

Opponents think companies are only interested in profit and taking advantage of cheap labour. They just want to satisfy their shareholders. By being too charitable they rob shareholders of their dividends.

Yet many economists and scholars believe that companies have moved from thinking only in terms of profit. A survey by Michael E. Porter and Mark R. Kramer's both Harvard University professors on CSR confirmed that statement: "Pharmaceutical companies discovered that they were expected to respond to the AIDS pandemic in Africa even though it was far removed from their primary product lines and markets".

The same remark can be applied to “Unilever that implemented the Indian Project shakti. “With Project Shakti, the short-term tangible benefits are extremely clear and powerful, while in the case of Kericho the long-term intangible benefits are strategically critical for both the business and the communities in which it operates”.

Vocabulary

• Adjectifs

competitive: *compétitif*

global: *mondial, global*

hazardous: *dangereux*

in-house: *de l'intérieur*

sustainable: *durable*

• Adverbe

wholly: *entièrement*

• Noms

agri-food: *agroalimentaire*

challenge: *défi*

charity: *organisation caritative*

competitiveness: *compétitivité*

cost price: *prix de revient*

discrepancy: *disparité, écart*

duty exemption zone: *zone franche*

environmentally-friendly: *écologique*

externalize, outsource: *externaliser*

framework: *cadre*

greenwashing: *blanchiment écologique*

headquarters: *siège social*

home country: *pays d'origine (de l'entreprise)*

host country: *pays d'accueil (de l'entreprise)*

incentive: *stimulation*

industry: *secteur d'activité*

joint-venture: *co-entreprise*

labour cost: *coût de la main d'œuvre*

litigation: *litige, procès*

market share: *part de marché*

mergers and acquisitions: *fusions et acquisitions*

owner: *propriétaire*

ownership: *propriété*

shares: *actions*

stakeholders: *parties prenantes*

subsidiaries: *filiales*

sweatshop: *atelier clandestin*

takeover: *OPA*

tax break: *exemption de taxe*

theft: *vol*

thief: *voleur*

• Verbes

address: *aborder, adresser*

compete: *être en compétition, rivaliser*

deny: *nier*

greenwash: *faire croire que l'entreprise se préoccupe de l'environnement*

operate: *fonctionner*

...



own: *posséder*

prevail: *avoir l'avantage, l'emporter sur*

provide: *fournir*

relocate: *délocaliser*

retain: *retenir*

reward: *récompenser*

run(ran, run) a company: *diriger une entreprise*

spread(spread, spread): *s'étendre, se répandre*

underpin: *étayer*

• Acronymes

CSR: corporate social responsibility

FTC: Fair Trade Certification Label
commerce équitable

NGO: Non Governmental Organisation
ONG: Organisation non gouvernementale

R&D: Research and Development
Département Recherche et Développement

RSE : Responsabilité sociale de l'entreprise

3 You've got talent in grammar

Aide-mémoire : Mots de liaison : cause/conséquence, contraste, but

Cause / conséquence

- **Multinationals being very powerful**, they play a major role in political decisions.
- **As** (= comme) *multinationals are very powerful, they play a major role in political decisions.*
- **Since** (= puisque) *multinationals are very powerful, they play a major role in political decisions.*
- *Multinationals play a major role in political decisions* **because** *they are very powerful.*
- *Multinationals are very powerful.* **So / As a consequence / Consequently**, *they play a major role in political decisions.*

Attention : **since** peut équivaloir soit à « puisque », soit à « depuis ».

Contraste

- *Pharmaceutical companies had to respond to the AIDS pandemic, (even) though it was far removed from their primary product lines. Although the AIDS pandemic was far removed from their primary product lines, pharmaceutical companies had to respond to it.*
- *The AIDS pandemic was far removed from the primary product lines of pharmaceutical companies. Yet / Nevertheless, they had to respond to it. With Project Shakti, the short-term benefits are extremely clear, while / whereas in the case of Kericho the long-term benefits are critical*

Attention : **while** peut équivaloir, soit à « alors que » (contraste), soit à « pendant que ».

But

To / In order to *address growing criticism, global corporations are developing Corporate Social Responsibility programmes.*

Applications

1 Entraînez-vous en grammaire

1. Exprimez de plusieurs façons – en utilisant le participe présent, *as*, *since*, *because*, *so*, etc. – la relation de cause/conséquence entre les propositions du tableau ci-après.

labour costs are lower	production costs are lower
they belong to an exemption zone	their products are more competitive
the firm has externalized its production	it expects to lower its costs
their production units are located near the sources of raw materials	transport costs are minimal
their new CSR policy is being implemented	a new model of development is emerging

2. Exprimez de plusieurs façons – en utilisant (*even though*), *although*, *yet* ou *nevertheless* – la relation de contraste entre les propositions du tableau ci-après

they have formed a joint venture with a Japanese firm	they will not dent the market share of their competitors
the country used to be notorious (tristement connu) for its sweat shops	its social image is now acceptable
the government has announced its commitment to sustainable development	organic farming is still quite marginal
the economic downturn explains the fall in profits	some shareholders think they have been robbed of their dividends
human rights violations have decreased in number	the country is still far from being a model of democracy

3. Traduisez en anglais

- Comme les multinationales sont implantées partout dans le monde, elles jouent un rôle prépondérant dans l'économie locale.
- Bien que beaucoup d'entreprises affirment appliquer un programme de responsabilité sociale, de nombreux observateurs constatent que certains droits du travail ne sont pas respectés
- Pendant que les pays du G20 se réunissaient les opposants au libre échange manifestaient contre l'OMC.
- Les entreprises délocalisent dans des pays à moindre coût tandis que dans leur pays les ouvriers perdent leur emploi.
- Bien que le rôle de la CRS soit devenu partie intégrante de certaines organisations, des doutes subsistent encore sur son efficacité et les buts réels des entreprises.

Corrigé

1. Relation de cause / conséquence

Dans cet exercice toutes les formes indiquées dans l'aide-mémoire sont possibles.

1. Labour costs being lower, production costs are lower.
2. As they belong to an exemption zone their products are more competitive.
3. Since the firm externalized its production it expects to lower its costs.
4. Transport costs are minimal because their production units are located near the sources of raw materials.
5. A new model of development is emerging as their new CSR policy is being implemented.

2. Relation de contraste

1. Although they have formed a joint venture with a Japanese firm they will not dent the market share of their competitors.
2. Though its social image is now acceptable the country used to be notorious (*tristement connu*) for its sweat shops.
3. Even though organic farming is still quite marginal, the government has announced its commitment to sustainable development.
4. The economic downturn explains the fall in profits. Nevertheless some shareholders think they have been robbed of their dividends.
5. Yet the country is still far from being a model of democracy.

3. Traduction

1. As multinationals relocated worldwide they play a major part in local economies.
2. Although many corporations claim they implement a CSR programme many observers note that labour rights are not always respected.
3. Opponents to free trade were demonstrating while the G20 members were discussing in Geneva.
4. Multinationals relocate in cheaper labour force countries while workers in their own countries lose their jobs.
5. Though CSR has now become part of most multinationals, doubts remain about its efficiency and companies' real goals.

2 À partir des documents proposés, répondre en anglais et en 150 mots à la question suivante : What are the stakes and consequences of free trade agreements on contracting parties?

Doc 1. Food to eat or to export

Free trade proponents assert it increased trade and that decreased government regulation would increase food security and solve rural poverty. But the results have not borne out that assertion because the WTO, FTAA, and CAFTA were never meant to solve global poverty and hunger. In reality, globalization of food production represents an unprecedented hijacking of the global food supply for corporate profit.

Underpinning the WTO, FTAA, and CAFTA is the ideology that all food -from basic grains and meat to fruits and vegetables- should be produced for international export.(...) the first wave of globalisation was based on transnational companies forcing local farmers to give up

local food production, and shift production to plantations using enslaved labor to grow luxury crops of coffee, sugar, bananas and cocoa for export to the colonizing countries. (Abridged from Global exchange)

But now the drive toward globalization ODF agriculture would put transnational corporations in control of the entire food supply. Market forces rather than national policies would control agricultural systems and the human right to food would be dependent on multinational increasing the risk of hunger and famine.

Global Exchange believes that a new, local green economy can replace the corporate globalization, which has been the source of so much destruction. It is the local green economy, that is the only antidote to corporate globalization. We can show the way by doing fair trade, providing a platform for green ideas and social justice and training young people in sustainable community development. Food Sovereignty and Trade Members of the international farmers movement affirm that "Food and agriculture will begin to contain, from now onwards, the right to food and not the trade rules as reference point" "The historical fight of Via Campesina to avoid that food be compared to a simple commodity has won a step forward".

Doc 2. Farmers in India (Source Watch)

Farmers in India are finding that the "biotechnology revolution" is having a devastating effect on their crop lands and personal debt levels. "In 1998, the World Bank's structural adjustment policies forced India to open up its seed sector to global corporations like Cargill, Monsanto, and Syngenta. The global corporations changed the input economy overnight. Farm saved seeds were replaced by corporate seeds which needed fertilizers and pesticides and could not be saved."

As debts increase and become unpayable, farmers are compelled to commit suicide. More than 25,000 peasants in India have taken their lives since 1997 when the practice of seed saving was transformed under globalisation pressures and multinational seed corporations started to take control of the seed supply. Seed saving gives farmers life. Seed monopolies rob farmers of life."

Doc 3. Thousands of Indians vow to fight for seed sovereignty

New Delhi, August 9th 2011: On Quit India Day this year, thousands of Indians vowed to uphold the country's food and seed sovereignty and resist the increasing corporate takeover of agriculture. More than a hundred events were organized by civil society groups and concerned individuals to highlight the peril to India's Food, Farmers and Freedom. Across the country, farmers demanded demands to the governments no collaborative research partnerships with companies like Monsanto in the state agriculture universities; The Alliance for Sustainable and Holistic Agriculture (ASHA), a national network of more than 400 organisations, is working to promote sustainable farm livelihoods, seed and food sovereignty, food safety, farmers' and consumers' rights, etc. "We are living in times when our freedom is being jeopardized yet again in insidious ways – if we as a nation want to protect our food sovereignty and if we want to retain control on what we grow and what we eat, we need to resist this corporate takeover. We need to put into place lasting and affordable solutions that are farmer-controlled in our agriculture. Urban consumers should realize that it is not just our farmers who are getting exploited; consumers should understand that access to safe, diverse and nutritious food for all is also at risk", said ASHA in its press release.

<http://www.kisanswaraj.in>

Corrigé

The reason for enacting free trade agreements relies on the assumption that global trade regulations will help solve hunger and rural poverty. Most emerging countries abiding by these rules opened their borders and local farmers gave up traditional methods to resort to industrialized agriculture. Powerful transnationals such as Monsanto, Cargyll, Syngenta benefited from these agreements. They forced farmers to grow luxury crops of coffee, cocoa almost exclusively meant for export.

They gained tremendous power over national economies, became the rulers of the food game turned the human right to food into farmers' dependency on the global markets, therefore increasing the risk of hunger and famine. Many indebted Indian farmers committed suicide unable to buy GMO seeds. A strong global peasant movement is now rising to resist free trade, demanding food sovereignty, wishing to reorganise and rebuild local economies implementing a fair trade and green agriculture against the agribusiness of multinationals. *(150 words.)*

The rise of Asian countries

6

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

Over the past 30 years, economy observers have watched the fast growing economies of East Asian countries, China, Singapore, Hong Kong, the Republic of Korea, Taiwan, Malaysia, Thailand and Indonesia.

They try to **gain** further **insights** on the reasons for their high performing dynamism and their resistance to the economic **slump** both from a **domestic** and international standpoint.

Economists have divided these eight countries into four groups:

- The Dragon: China has become the second world power, however it is developing unequally between the coast, towns and country. When China joined the WTO, foreign companies began to invest heavily. Though China remains a **state-oriented market economy** it has opened special **duty exemption zones** mainly located on its coastline. Despite the 2008 crisis and its slowdown in growth since 2009, China has maintained a growth of 7% and its position as world export leader in 2012.
- The Elephant: India has emerged as the second most promising market after China thanks to its rapid growth among emerging market economies, says a survey by Tata Communications.
- The Four Tigers: Hong Kong, South Korea, Taiwan and Singapore
- The Baby Tigers: Cambodia, Indonesia, The Philippines, Malaysia and Vietnam. In the past 30 years they have become the biggest electronics exporters. Vietnam is especially attractive to foreign companies thanks to a stable political situation and a cheap **workforce**.

2 Frequently asked questions

a. Upsides

■ *What are the reasons for success?*

On a domestic level four factors stand out:

- small budget deficits
- stabilized inflation
- export processing zones and **tax free schemes**
- **incentives** for foreign investment.

■ *What factors do these economies have in common?*

Most Asian countries chose a **market-oriented economy**. Reforms on trade, health coverage and above all education help to **sustain** growth. Better educated people work more efficiently and can produce to a greater extent.

■ *What industries did they develop?*

They depended on their rapid demography and massive workforce to become the **workshops** of the world, focusing on production of textile, electronics, toys etc.

■ *How did they resist the 2008 economic slump?*

Despite a slowdown in exports, **curbed** investments, and a lower GDP, they resisted better than Western countries, this was partly due to their economic strength.

Even if their growth rate is not as high as in 2008, economists still **forecast** a 6% growth in 2010.

China's sales to European Union countries fell 16.2 percent and growth in U.S. exports slowed to 0.6 percent in June. In July 2012 China export growth collapsed. It is however quite high compared to European growth rate. (*Bloomberg*)

b. Downsides

■ *What is the problem with a weak Chinese currency?*

When the yuan fell to its lowest level of 6.66 in February 2010, China's extreme competitiveness was boosted. China resisted global leaders' pressure to re-evaluate. Observers state that appreciation of the yuan would **curb** inflation. China so far has not appreciated its **currency**.

■ *What about counterfeiting and censorship?*

Another issue is **counterfeiting**: fake medicine, food, electronics as well as luxury brands.

China passed draconian laws against the use of the Internet, for example portal sites should install security programs to screen privately sent and received e-mails. Regulations included the prohibition of literature that could hurt the Chinese regime, pornography and violence. Google chose to stop operating in mainland China in March 2010.

■ *What about Asian workers' living and working standards?*

Most Chinese miners or factory workers have been mistreated and very poorly paid. Many accidents occur in Chinese coal mines. In many Asian countries women and workers' labour rights are frequently ignored.

■ *What environmental problems do emerging countries face?*

Emerging countries growth implies a much higher demand for fossil fuels, thus dramatically raising air and water pollution. As they continue to grow these countries will be forced to address a real sustainability challenge and change their environmental policies.

Vocabulary

• Adjectifs

ailing: *en difficulté, souffrant*
domestic: *intérieur*
industrialized: *développé*
low-level income: *faible revenu*
worrisome: *inquiétant*

• Noms

assets: *actifs ou atouts*
bail: *caution*
bail out: *sauvetage*
collapse: *effondrement*
currency: *devise*
disclaimer: *non-responsabilité*
double standards: *double langage dans ce contexte*
exchange rate: *taux de change*

exemption scheme: *zone détaxée*
framework: *cadre*
incentive: *stimulation*
industry: *secteur*
investment rate: *taux d'investissement*
low-level income: *faible revenu*
recovery: *relance*
scheme: *plan*
slump: *baisse, effondrement*
state-oriented market: *économie d'état*
sustainability: *développement durable*
sweatshop: *atelier où les ouvriers sont exploités ou atelier clandestin*
turmoil: *tumulte*
workforce: *main d'œuvre*
workshop: *atelier*





• Verbes

account for: *être responsable de*

bet (bet, bet) on: *parier*

boost: *relancer*

curb: *baisser*

deepen: *approfondir*

emphasize: *accentuer, mettre en relief, appuyer*

enforce: *faire valoir (un argument) mettre en vigueur ou appliquer (la loi)*

ensure: *assurer*

forecast (forecast, forecast): *prévoir*
gain insight: *mieux comprendre*

go (went, gone) under: *couler*

join: *adhérer*

pick up: *reprendre, repartir*

reset (reset, reset): *remettre en marche*

reshape: *reformer, refaçonner*

stress: *mettre l'accent, accentuer, souligner*

sustain: *soutenir, supporter, entretenir, prolonger*

underpin: *étayer, sous-tendre*

• Acronyms

IMF: International Monetary Fund

FMI: *Fond Monétaire International*

GDP: Gross Domestic Product *PIB*

NAFTA: North American Trade Agreement

NIC: Newly Industrialized Countries
NPI: *nouveaux pays industrialisés*

WTO: World Trade Organisation
OMC *Organisation mondiale du commerce*

3 You've got talent in grammar

Aide-mémoire : Le prétérit et le *present perfect*

- Le **prétérit** est utilisé pour un fait que l'on situe **entièrement dans le passé**, sans le relier au moment présent :

When China joined the WTO, foreign companies started to invest heavily. Quand la Chine a adhéré à l'OMC, les sociétés étrangères ont commencé à investir massivement.

- Le **present perfect** est utilisé pour un fait passé dont on considère les **résultats présents** :

China has become the second world power. La Chine est devenue la seconde puissance mondiale (= est maintenant la seconde puissance mondiale).

- Le **present perfect** est également utilisé pour un fait **commencé dans le passé et qui dure encore au moment présent**.

For 30 years observers have watched the fast growing economies of East Asian countries. Depuis 30 ans, les observateurs observent la croissance rapide des pays de l'Asie orientale.

Le complément de temps est introduit par *for* s'il indique une **durée** (« depuis 30 ans »), et par *since* s'il indique le **point de départ** de l'événement dont il est question (*since 1980*, « depuis 1980 »).

Applications

1 Entraînez-vous en grammaire

1. Mettez les éléments entre parenthèses à la forme qui convient (prétérit simple ou *present perfect*)

1. So far, they (benefit) from a rise in exports, which (begin) 15 years ago.
2. Everybody says that China (become) the workshop of the world.
3. '(He attend) the conference on foreign investment that (be held) in London last week.' 'No. Last week he (be) in Brussels.'
4. As you can see from these figures, the current crisis (deepen) the gap between rich and poor countries.
5. For the last twenty years they (sustain) their reputation as the world leader in portable printers, and in 2010 they (win) an award for their new range of products.
6. Their investment rate (remain) constant since 2005.
7. They (always – base) the development of their economy on the growth of domestic demand.
8. How long (China – have) special duty exemption zones?

2. Mettez les éléments entre parenthèses à la forme qui convient (prétérit simple ou *present perfect*), et choisissez entre *for*, *since* et *ago* pour remplir les blancs

1. ... the last thirty years, people with low-level incomes (be) denied access to decent lodging in the capital city.
2. 'When (be) it that they (enforce) the law that banned the purchase of land by foreign investors?' 'I think it was ten years ...'
3. ... 2001, they (benefit) from an exemption scheme which (boost) their exports.
4. 'How long is it ... you last went to India?' 'Let me think. Well, it (be) fifteen years ago.'
5. Their workers (be) mistreated ... the start of their industrial revolution.
6. ... at least ten years, a weak currency (affect) the economic recovery, but it is to be hoped that things are going to change now: last week, the government (decide) on a massive devaluation of the currency.

3. Traduisez en anglais

1. En 1997 l'Asie a souffert d'une très grande crise économique.
2. Depuis que la Chine a adhéré à l'OMC, les Américains accusent le Dragon de leurs pertes d'emplois.

3. Les pays du tigre ont parié sur leur démographie dans les années 1970 et ils sont devenus les ateliers du monde ces trente dernières années.
4. Les investisseurs étrangers bénéficient d'exonération d'impôts depuis 2001.
5. De nombreux ouvriers des pays émergents ont quitté les campagnes pour travailler en ville.
6. Les pays industrialisés ont demandé à la Chine de réévaluer sa devise en janvier 2010.
7. Le FMI a demandé aux entreprises sud asiatiques d'obéir strictement aux règles du marché.
8. Les pays émergents ont augmenté rapidement leur PIB grâce à leur ouverture, selon le FMI.
9. Les entreprises occidentales ont délocalisé massivement à la fin des années 1980.
10. La valeur du yuan a chuté en février 2010, inquiétant les pays occidentaux.

Corrigé

1. Prétérit ou *present perfect*

1. So far, they *have benefited* from a rise in exports, which *began* 15 years ago.
2. Everybody says that China *has become* the workshop of the world.
3. He *attended* the conference on foreign investment that *was held* in London last week.
'No. Last week he *was* in Brussels.
4. As you can see from these figures, the current crisis *has deepened* the gap between rich and poor countries.
5. For the last twenty years they *have sustained* their reputation as the world leader in portable printers, and in 2010 they *won* an award for their new range of products.
6. Their investment rate *has remained* constant since 2005.
7. They have always *based* the development of their economy on the growth of domestic demand.
8. How long *has* China *had* special duty exemption zones?

2. *For, since et ago*

1. *For* the last thirty years, people with low-level incomes *have been* denied access to decent lodging in the capital city.
2. 'When *was* it that they *enforced* the law that banned the purchase of land by foreign investors?' 'I think it *was* ten years ago'.
3. In 2001, they *benefited* from an exemption scheme which *boosted* their exports.
4. 'How long is it *since* you last went to India?' 'Let me think. Well, it *was* fifteen years ago'.
5. Their workers *have been* mistreated *since* the start of their industrial revolution.
6. *For* at least ten years, a weak currency *has affected* the economic recovery, but it is to be hoped that things are going to change now: last week, the government *decided* on a massive devaluation of the currency.

3. Traduction

1. In 1997 Asia suffered from a very serious economic downturn.
2. Since China joined the WTO Americans have blamed the Dragon for their job losses.
3. The Tiger countries bet on their demography in the 70s and they have become the workhops of the world over the past 30 years.
4. Foreign investors have benefited from tax exemptions since 2001.
5. Many workers in emerging countries have left rural districts to work in cities.
6. Industrialized countries asked China to reappreciate its currency in January 2010.
7. IMF has required South Asian countries to abide by strict market rules.
8. Emerging countries raised their GDPs rapidly thanks to their openness, according to the IMF.
9. Western companies outsourced massively at the end of the 80s.
10. The value of the yuan plummeted in February 2010, worrying Western countries.

2 Note de synthèse de ces 2 documents en français et en 250 mots.

Doc 1. The Ignominy of Being Poor in an Emerging Asia Sourav Roy 07/16/2012

Everybody's talking about Asia's meteoric rise, set against the apocalyptic backdrop of a crumbling Eurozone and the rhetoric of a done-for-good American economy, but why is it so hard to look behind Asian economies that hide a **worrisome** reality.

Pepsi drinkers in India, today, easily outnumber those with access to clean, drinking water. Finding a working polyclinic in rural Indonesia, Thailand or Cambodia is quite difficult. Paved streets are light years away in many parts of Asia. But who cares? Asian politicians? Not at all.

While it's true that emerging Asian economies have seen many cross the poverty line, millions are still living a pitiable life. And as if living an undignified life was not punishment enough, poverty itself has been made an excuse by the 'haves' in Asia to disregard the 'have-nots'.

There is an appalling tolerance among the nouveau rich for social anomalies such as bribery, dowry, arranged and forced marriages, female infanticide, honour killings and child labour, but no place for the poor and destitute.

For an impecunious person living under the shadow of absurd amount of foreign direct investments and scores of decked-up Asian headquarters of multinational companies, poverty puts a debilitating price on one's mere existence.

And this intolerance for the deprived has only increased with every striking headline of the rising GDPs. Poverty brings with it a **disclaimer** that robs the underprivileged of their basic dignity, respect and human rights.

So we see mansions built by construction workers who retire at night to their huts made out of disposed plastic bags and packaging material, super-fast highways laid down by men and women who toil relentlessly, all for one meal a day, and state-of-the-art luxury hospitals erected by those who have no access to health care and are guaranteed to be shooed away from these deluxe hospitals the moment they become operational.

Over 100 million Indians, benefited from a better standard of living. However, the remainder of over a billion are yet to experience electricity, drinking water, health care and sanitation. In interior mainland China, millions are yet to be a part of its remarkable growth story, despite their city cousins toting around with Armani and Gucci handbags.

The Indian rickshaw-puller, Chinese sweat-shop worker, Vietnamese paddy field farmer and the Indonesian mason are not at all concerned, whatsoever, with the disintegration of the Eurozone or the toxic debts of American banks. Not even with President Barack Obama's re-election bid.

Blog at WordPress.com.

Doc 2. The real “poverty barons” are multinational companies. Deborah Doane 22 September 2012 from World Development Movement. This blog appeared on the New Statesman website on 23 September 2012.

On Monday, the new International Development Secretary Justine Greening launched an investigation into the millions of pounds of UK aid money diverted into the pockets of private sector consultants.

The World Development Movement has for years argued that money made by highly paid consultants like ASI, forcing privatisation, is a dubious use of public funds at best.

Increasing consultancy spend is part and parcel of a wider undying faith that private sector can deliver poverty reduction.

UK aid money is currently paying for consultants to advise the Bangladeshi government on the establishment of new special economic zones aimed at attracting private-sector investment. Existing zones give multinational companies tax holidays and subsidised land while placing severe restrictions on trade union activity to an extent where the average wage inside these Bangladeshi “export processing zones” is around £30 a month.

But the government's pursuit of development policy that focuses on the private sector doesn't stop at promoting pro-market solutions through consultants. Increasingly, we are seeing multinational corporations replace aid agencies, governments and NGOs as the implementing partners in aid projects.

Are private sector solutions will be somehow better and more efficient than public sector oriented ones – is based on ideology, not evidence.

Do pro-market, private sector models of development work better for the poorest people than approaches that focus on using and strengthening the capacity of the public sector?

The World Development Movement's 2007 research on water provision showed precisely the opposite.

Justine Greening should look towards supporting an independent Parliamentary inquiry into this broader and more vital question, and put ideology aside and in the interests of genuine poverty reduction.

Corrigé

Ces documents abordent la pauvreté dans les pays asiatiques, les actions menées pour y remédier et les questions suscitées par le rôle du secteur privé.

La pauvreté endémique des pays asiatiques est d'autant plus insupportable que leur croissance économique suscite l'admiration de tous.

L'amélioration du niveau de vie touche environ 100 millions d'indiens mais la majorité d'entre eux n'ont aucun accès à l'eau potable, aux soins, et vivent dans une précarité qui suscite seulement le mépris d'une classe de nouveaux riches. Ces derniers pourtant ne s'indignent ni de la corruption, ni du travail des enfants, ni des crimes d'honneur ou des mariages forcés.

Des consultants payés grâce à l'argent public aident le gouvernement du Bangladesh à promouvoir des zones franches où s'installeront des multinationales qui profiteront de terrains subventionnés. Sièges sociaux, immeubles, hôpitaux, seront certes construits mais par des pauvres qui n'en bénéficieront jamais et serviront d'esclaves à ceux qui en profiteront.

Les multinationales remplacent les ONG, les agences d'aide au développement. Le problème posé est celui de l'efficacité réelle du secteur privé face au secteur public dans la réduction des inégalités et de la pauvreté. C'est la question à laquelle s'est attaquée la ministre anglaise du développement en demandant une enquête au Parlement sur les millions de livres sterling alloués au secteur privé.

Que l'argent public serve des intérêts privés pour inciter le développement des marchés dans ces pays émergents est contestable et ce d'autant que la capacité des multinationales à pallier la pauvreté reste à prouver. (248 mots.)

Information and communication technologies

7

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Application

1 Key concepts

a. Definition

Major developments have occurred in information and communication technologies (ICT) over the past 20 years. The 20th century witnessed the birth of computers, the amazing growth of the Internet, satellite communications and **information highways**, the **digital** revolution and its various applications to technology: from microwave ovens, camcorders, CDs, DVDs, flat screens, digital cameras, i-phones, i-pads, GPS and so forth.

b. History

- 1936: invention of the first computer in Germany.
- 1975: the first PC (Personal Computer) in England.
- 1973: the first call ever made from a mobile phone by Motorola CEO.
- 2007: first i-phone.
- 2010: first commercialisation of the i-pad tablet.

2 Frequently asked questions

a. Upsides

■ *Why are mobile phones and i-phones so popular?*

They are easy to use, **convenient**, especially in case of emergency, they are invaluable in helping parents locate children or emergency teams locate people (earthquake, avalanche victims...). They also allow cheap money transfers and small payment in stores and transport.

■ **What are the most popular features of mobile (i) phones and i-pads?**

Touch screen phones, texting device, state of the art built-in cameras, ringtones, games, green and rugged phones.

■ **What does cloud computing stand for?**

Cloud computing has become over the last few years a major management tool in terms of applications, information and data through a service mainly provided over the internet. Some now believe that computing power could become a commodity in the same way as electricity.

■ **How will cloud computing change the way in which you manage and organize your digital information in the future?**

Cloud computing **relieves** the need to store information on your PC, mobile **device** or gadget with the assumption that the information can be quickly and easily accessed via the net. Cloud computing also negates the need to download or install dedicated software on your own computer, freeing up onboard memory and reducing energy costs.

Cloud computing offers many advantages: It can decrease initial financial high cost since service providers can manage the infrastructure of all systems remotely. Companies are not required to buy full licence for temporary use. Applications and storage are supplied by a service provider and they are free or offered by a pay-per-use model.

Google is one of the most prominent companies offering software as a free online service to billions of users across the world. It hosts a set of online productivity tools and applications in the cloud such as email, word processing, calendars, photo sharing, and website creation tools.

b. Downsides

■ **Are mobile phones and i-phones hazardous?**

According to some studies they could be leading people, especially youngsters, to addiction. They can be **harmful** when driving or riding a motorbike or a bike. Drivers could be severely fined for using mobile phones.

According to *the Telegraph* teens send 10,000 text messages a year, 75% of them use social networking sites to share photos and keep in touch with friends. Communicating with one another is their most favorite hobbies.

■ **How are companies reacting to their workers using the Internet for personal reasons?**

When companies realized how much time and money were lost because of workers sending or receiving emails, they began to monitor employees and forbade their use at work.

■ What are employers' reaction to having to hire new workers using "facebook"?

Some employers on receiving CV's checked on applicants' "facebook blogs", thus violating those people's privacy and chose not to hire them. Some also dismissed employees after checking their blogs.

■ What are cloud computing issues?

Questions can be raised regarding trademark infringement, data protection, reliability, loss of control of data and legal issues. With the rise of economic Intelligence the risk of hacking entails new regulations such as FISMA, SOX in the US and the Data Protection Directive in the EU. Google abides by FISMA regulation

Vocabulary

• Adjectifs

addictive: *qui entraîne une dépendance*

convenient: *pratique*

digital: *numérique*

harmful: *dangereux*

state of the art: *dernier cri*

unlawful: *illégal*

wireless: *sans fil*

camera: *appareil photo*

chip: *puce*

cloud computing: *informatique*

cordless: *sans fil*

device: *moyen*

digital divide: *fracture digitale*

electronic device: *appareil électronique*

emergency: *urgence*

geek: *fou et génie de ict*

hard disc: *disque dur*

loss: *perte*

low self-esteem: *faible estime de soi*

movie camera: *caméra*

savings scheme: *plan d'épargne*

outlet: *point de vente*

outcome: *issue*

roll out: *développement*

subscription: *abonnement*

videoconference: *visioconférence*

• Adverbes

remotely: *à distance*

• Noms

answering machine, voice mail: *répondeur téléphonique*

automatic teller machine, cash machine: *distributeur automatique (dab)*

bid: *enchère, offer*

branchless: *sans succursale*

broadband: *à spectre large*

built-in camera: *appareil photo intégré*

...



• Verbes

be fined: *recevoir une amende*

browse: *feuilleter*

call back: *rappeler*

call collect (GB): *appeler en PCV*

download: *télécharger*

fine: *infliger une amende*

flick through: *feuilleter, regarder rapidement*

handle: *manipuler, traiter*

monitor: *surveiller*

page through: *faire défiler des pages*

put through: *passer un appel*

relieve: *soulager*

text: *envoyer un texto*

• Acronymes

MMS: Multimedia Messenger Service

SMS: Short Message Service

WWW: World Wide Web

FISMA: Federal Information Security Management Act

3 You've got talent in grammar

Aide-mémoire : Le présent / prétérit simple ou en BE + -ING

Forme simple	Forme en BE + -ING
Many young children own a mobile phone. Many workers use the Internet at work for personal reasons. He used his mobile at work.	These programmes are gaining in popularity. Are you using your mobile just now? When he had that accident, he was using his mobile.

Observez :

- La **forme simple** est généralement obligatoire (*be + -ing* impossible) avec les verbes qui désignent non pas une action mais un **état** (« posséder », « contenir », « sembler », « comprendre », « étonner », etc.), qui rend impossible le sens de « être en train de ».
- La **forme simple** s'emploie aussi avec les verbes d'action pour désigner une **action habituelle** (*They use the Internet at work*).
- La forme en BE + -ING s'emploie obligatoirement quand l'équivalent français est « être en train de ».

Application

Entraînez-vous en grammaire

1. Complétez les phrases à l'aide des éléments entre parenthèses, en utilisant soit le présent simple, soit le présent en *be + -ing*

1. 'Sorry, I can't help you just now. I (text) my girlfriend.' 'Can't she wait?' 'No – she (drive) downtown and she's lost her way.'
2. 'Whose mobile (ring)?' 'I (think) it's mine. I forgot to turn it off.'
3. She (get up) at 7 every morning and (go) to work by bus.
4. '(you do) anything special at the moment?' 'No.' 'Fine, because I (need) your help. The printer (not work) properly, and I (not know) how to fix it.'
5. I usually (download) these types of programs. They're free and reliable.
6. 'If you (log on) to their site you'll get all the information you (need).' 'That's what I (try) to do, but I'm not sure I (have) the right address.'

2. Complétez les phrases à l'aide des éléments entre parenthèses, en utilisant soit le prétérit simple, soit le prétérit en *be + -ing*

1. When I (go) to see him, he flicked through my report, and he (say) that it (look) interesting.
2. He (fire) Sonia simply because whenever he (try) to call her she (use) her phone for private conversations – or at least that's what he (say).
3. I (call) him ten minutes ago, but he (tell) me that he (have) a video conference with his European partners, and of course I (tell) him that I (not want) to interrupt the conference!
4. I (tell) her that I (want) to speak to the boss on a very important matter, and she finally (put me through) to him.
5. This mobile phone (have) a built-in webcam.

3. Traduisez en anglais

1. Le xx^e siècle a vu l'émergence des ordinateurs.
2. Le premier ordinateur remonte à 1975.
3. Les téléphones portables sont très prisés car ils aident les équipes d'urgence à localiser les victimes.
4. Des employés ont été virés après que leurs sociétés ont lu leurs blogs.
5. Elle a reçu un appel pendant qu'elle conduisait.
6. Trois milliards de consommateurs utilisent la communication GSM.

7. Actuellement des sociétés réalisent la perte de temps et d'argent due à leurs employés qui utilisent internet au bureau.
8. Les conducteurs risquent une amende lorsqu'ils téléphonent en conduisant.
9. De nos jours, certains employeurs reçoivent des CV via facebook.
10. En février, Disc Cloud a annoncé qu'il lançait la première infrastructure infonuagique mondiale pour Mac.

Corrigé

1. Present simple ou présent en *be* + *-ing*

1. 'Sorry, I can't help you just now. I *'m texting* my girlfriend.' 'Can't she wait?' 'No – she *'s driving* downtown and she's lost her way.'
2. 'Whose mobile *is ringing*?' 'I (think) it's mine. I forgot to turn it off.'
3. She *gets up* at 7 every morning and goes to work by bus.
4. *Are you doing* anything special at the moment?' 'No.' 'Fine, because I need your help. The printer *isn't working* properly, and I *don't know* how to fix it.
5. I usually *download* these types of programs. They're free and reliable.
6. 'If you *log on* to their site you'll get all the information you *need*. 'That's what I *'m trying* to do, but I'm not sure I *have* the right address.

2. Prétérit simple ou prétérit en *be* + *-ing*

1. When I *went* to see him, he *flicked* through my report, and he *said* that it *looked* interesting.
2. He *fired* Sonia simply because whenever he tried to call her she *was using* her phone for private conversations – or at least that's what he *said*.
3. I *called* him ten minutes ago, but he *told* me that he *was having* a video conference with his European partners, and of course I *told* him that I *didn't* want to interrupt the conference!
4. I *told* her that I *wanted* to speak to the boss on a very important matter, and she finally *put me through* to him.
5. This mobile phone *has* a built-in webcam.

3. Traduction

1. The 20th century *saw* the birth of computers.
2. The first personal computer *dates* from / back to 1975.
3. Cell phones are very popular because they *help* emergency teams locate victims.
4. (Some) employees have been fired after their companies checked their blogs.
5. She *received* a phone call while she *was driving*.
6. Three billion consumers *use* GSM communication.
7. Now companies *are realizing* the waste of time and money due to the employees who *use* internet at work.
8. Drivers *are fined* when they *are phoning* while driving.
9. Nowadays some employers *are receiving* resumes/ resumes(US) Cvs(GB) via Facebook.
10. In February Disc Cloud *announced* they *were launching* the world first Mac OS cloud infrastructure.

Labour market and organisation of working time

8

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

The term labour market refers to any individual able to work related to any available job.

Labour market has to abide by each country's constitution or conventions implementing labour laws on factors such as **working hours**, working time limit, **rest break**, **overtime**, Sunday work, **flexibility**, contracts, **payroll** and so on. Nowadays with the new economy blocs, Europe, Mercosur, Asia, BRIC's and North America, the market bends to international regulations.

b. History

Most European systems are based on Roman law. The first comprehensive legal code was **enacted** by Napoleon the First in the 19th century stating that anyone has the right to be self-governed. The law now protects the weaker in industrial relationships.

The European Union has its own legal personality. It favours the freedom of movement of labour. More recently, the EU **treaty** has also incorporated the European Convention for the Protection of Human Rights and Fundamental Freedoms. Several fundamental rights have been recognised : the right to a fair **hearing**, freedom of expression and the **right to privacy**. (Source EU laws.)

c. Facts and dates

- 1784: Ten-hour day proposed in Manchester (England)
- 1882: September 5th: 10,000 workers protested for better working conditions in New York City, a day which originated the First Labor Day that Congress finally voted in 1894.

- 1919: International Labour Organisation (ILO) is founded. It voted the 40-hour week.
- 1936: France voted for two-week paid holidays each year and the 40-hour week
- 1975: EC Council recommended the 40-hour week and 4-week-holiday with pay
- 2000: Loi Aubry: 35-hour working week for companies with more than 20 employees
- 2007: France **voted** for **a bill** promoting **overtime** working suppressing taxes and social contributions.
- 2012: The 2007 law is abolished. Overtime is now taxed. Only small-sized companies will benefit from a social tax relief.

2 Frequently asked questions

a. Upsides

■ What are Articles 7 and 8 of the UN international Covenant basic rules?

Article 7

“The States that are party to the present covenant recognize the right of everyone to just and favourable conditions which ensure, in particular:

- (a) **remuneration** which provides that all workers shall have, as a minimum :
 - (i) **fair wages and equal remuneration for work of equal value** without distinction of any kind, in particular that **women are guaranteed conditions of work not inferior to those enjoyed by men, with equal pay for equal work;**
 - (ii) **a decent living for themselves and their families** in accordance with the provisions of the present Covenant;
- (b) safe and healthy working conditions;
- (c) **equal opportunity for everyone to be promoted;**
- (d) rest, leisure and reasonable limitation of working hours and periodic holidays with pay, as well as remuneration for **public holidays.**”

Article 8 (abridged)

- “1. The States that are party to the present Covenant undertake to ensure:
- (a) the right of everyone to form and join the **trade union** of his or her choice, subject only to
 - (b) the **right to strike**, provided that it is exercised in conformity with the laws of the particular country.

Article 9 (abridged)

The States that are party to the present Covenant recognize the right of everyone to social security, including social insurance.”

■ *What are EU directives on working time?*

European Member States shall take measures to ensure that workers enjoy:

- a limit to weekly working time, which must not exceed 48 hours on average, including any overtime
- the minimum daily rest period of 11 consecutive hours per period of 24 hours;
- the minimum period of one rest day on average immediately following the daily rest period in every seven-day period;
- for a daily period of work of more than six hours, a break as defined by the provisions of collective agreements, agreements concluded between social partners or national legislation;
- not less than four weeks' annual paid holiday, qualification for which shall be determined by reference to national practice/legislation;
- an average weekly working period of not more than 48 hours, including the overtime for each seven-day period ;
- paid annual leave, of at least four weeks per year.

■ *Is the number of annual working hours the same in all European countries?*

That number has decreased from 12 to 8 in two hundred years. In the past ten years we may note two opposite trends:

A decrease

- France, Japan, Portugal lowered annual working hours by law.
- The Aubry law **passed** in France in 2007 enables employees in companies with more than 20 employees to work 35 hours a week.
- In Germany and the Netherlands workers obtained a decrease thanks to trade unions.

An increase

- Sweden annual working hours increased due to an increase in part-time hours. In Sweden the law enables a full-time worker to shift to a part-time job temporarily.
- England the TUC (Trade Union Confederation) states that the British peoples' working week is the longest in Europe.

■ *What about the US?*

- The increase in working hours was due to an increase in overtime.

b. Downsides

■ **What about unemployment?**

At the end of the 1970s, job markets in Europe began to suffer because of the rise of competitiveness in a rapidly changing global market. To counteract tough competition, many companies turned to countries where they benefited from an abundance of cheaper and more flexible workforces.

Relocations and outsourcing caused many job losses. The 2008 downturn was the last stroke in the process. Banks, companies large or small went bankrupt. Consequently investments slowed down and consumption and trade decreased. The end result was a global unemployment increase of 14 million.

■ **What other consequences did the crisis bring on workers?**

Workers are expected to be flexible, work part-time and accept flexisecurity. Workers often suffer from heavy stress as they dread losing their jobs.

Presenteeism for fear of redundancy is a growing trend and can also damage companies' productivity.

The latest trend shows workers getting more and more precarious jobs and fewer and fewer of them find full time or permanent jobs. In Germany joint-venture management had workers renounce any salary raise. After threatening to close its plants in Spain in November 2012, Renault instituted an increase of working hours and a pay freeze.

■ **What are the direct consequences of the slump?**

To help their failing economies, industrialised countries' governments initiated stimulus packages to help their banks recover, the US bailed out Wall Street. However bailing out the banks did not save the economies of Greece, Portugal, Spain. These countries are in recession, with a high national debt, undergoing massive layoffs due to an absence of economic growth and the obligation to pay back the debt's interests.

Unemployed people will benefit for a time from social protection but how long will countries be able to meet the increasing demand which can only rise given the current economic recession?

Vocabulary

• **Adjectifs**

harmful: *nuisible, nocif*

mandatory: *obligatoire*

money-grabbing: *avare*

overworked: *surmené*

sick: *malade*

unlawful: *illégal*



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• **Noms***agreements: accords, contrats**arrears: arriérés**bail out: sauvetage**bill: loi ou projet de loi**child labour: travail des enfants**covenant: convention, traité, contrat, pacte**demonstration: manifestation**equal pay for equal work: à travail égal salaire égal**excess: excès, surplus, excédent**fair wages: salaires équitables**fees: honoraires**fixed-term contract: CDD**flexibility: flexibilité**freedom: liberté**grievance: grief**jobsharing: partage du travail**hearing: audition devant la cour, témoignages**income: revenu**jobseeker: chercheur d'emploi**labour (gb), labor (us): travail**labour party: parti travailliste**lay-off (a): licenciement**leisure: loisir**mass protests: manifestations**overtime: heures supplémentaires**paid holidays: congés payés**parental leave: congé parental**part-timer: travailleur à temps partiel**payroll: feuille de salaire**payslip: bulletin de salaire**permanent contract: CDI**public holidays: bank holiday: jour férié**rest break: temps de pause**right to privacy: droit à l'intimité**severance pay: compensation pour perte d'emploi**riot: émeute**salary gap: écart de salaire**sick leave: congé maladie**strike: grève**sub-contractors: sous-traitants**time off: temps libre**treaty: traité**unemployment: chômage**unionist: syndicaliste**wages: salaires**wage cuts: baisse de salaire**watchdog group: groupe de surveillance et d'aide**wildcat strike: grève sauvage**working hours: heures ouvrées*• **Verbes***boil over: déborder**demonstrate: manifester**discriminate against: discriminer*

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dock over: *diminuer ou supprimer le salaire*

downsize: *réduire les effectifs*

enact: *décréter*

enforce: *imposer*

exceed: *dépasser, excéder*

harm: *nuire*

join: *adhérer*

lay off (laid, laid): *licencier*

owe: *devoir*

pass a law, to vote a bill: *décréter une loi*

put (put, put) an end to: *mettre fin à*

skimp: *lésiner, être parcimonieux*

stab to death: *poignarder*

struggle: *se débattre*

temp: *travailler comme intérimaire*

undermine: *miner, saper, ébranler*

work in shift: *travailler posté*

• Acronymes

ILO: International Labour Organisation: **OIT:** Organisation internationale du travail

3 You've got talent in grammar

Aide-mémoire : Le discours direct / indirect

1. On peut rapporter des paroles ou des pensées de deux manières

- Discours direct :

The boss said, "I entirely agree."

Notez l'emploi des guillemets.

- Discours indirect:

The boss said that he entirely agreed.

Le passage du discours direct au discours indirect peut, comme dans l'exemple ci-dessus, entraîner un changement de pronom (I, he), ou de temps du verbe (agree, agreed): le temps de la proposition « rapportée » ((*that*) *he entirely agreed*) devient celui de la proposition « introductrice » (He said).

Il peut également entraîner des changements pour l'indication du lieu ou du temps:

He said, "I've been here since yesterday." He said he had been there since the day before.

2. Comment rapporte-t-on des questions au discours indirect ?

- Les questions à réponse Yes/No sont introduites par if ou (dans un style formel) par whether :

She asked me, "Can you help me?" She asked me if / whether I could help her.

- Les questions à mot interrogatif sont introduites par le même mot interrogatif qu'au discours direct :

He asked me, "When did they meet?" He asked me when they had met.

Observez : dans les questions rapportées au discours indirect, l'ordre des mots est le même que dans les phrases affirmatives (comme en français), et on n'utilise pas les auxiliaires do/does/did.

Applications

1 Entraînez-vous en grammaire

1. Complétez les phrases ci-après, pour rapporter au discours indirect les paroles qui figurent à leur suite

1. She said that... ("The severance pay is inadequate.")
2. He added that... ("Those responsible for the accident should be punished.")
3. He thought that... ("The government has decided to put an end to social unrest.")
4. The Prime Minister informed them that... ("I'll present a bill to put an end to such abuses.")
5. A week ago, they promised to us that... ("We will pay you back tomorrow.")

2. Complétez les phrases ci-après, pour rapporter au discours indirect les questions qui figurent à leur suite

1. She asks me... ("How much do you owe him?")
2. We want to know... ("Do they discriminate against foreign jobseekers?")
3. Could you tell me... ("Are they being paid fair wages?")
4. He wondered... ("When is the government going to take measures to reduce unemployment?")

3. Traduisez en anglais

1. L'Union européenne a annoncé des mesures pour que les employés travaillant la nuit aient une protection médicale.
2. L'UE a constaté une baisse des heures de travail dans la plupart de ses pays membres à l'exception de l'Angleterre et de la Suède.
3. Les économistes prévoient qu'il y aura 45 millions de nouveaux entrants sur le marché du travail l'an prochain.
4. L'UE a réaffirmé qu'elle viendrait en aide aux pays émergents.
5. Le TUC a demandé à quelle date cette loi anti discriminatoire sera mise en place.
6. Peut-on imposer des heures supplémentaires à des cadres qui travaillent déjà 10 heures par jour se demande le TUC avec ironie.

Corrigé

1. Discours indirect (paroles)

1. She said that the severance pay was inadequate.
2. He added that those responsible for the accident should be punished.

3. He thought that the government had decided to put an end to social unrest.
4. The Prime Minister informed them that he would present a bill to put an end to such abuse.
5. A week ago, they promised to us that they would pay us back the day after.

2. Discours indirect (questions)

1. She asked me how much I owed him.
2. We want to know if they discriminate against job seekers.
3. Could you tell me if they are being paid fair wages.
4. He wondered when the government was going to take measures to reduce unemployment.

3. Traduction

1. EU announced measures so that night workers could benefit from health protection.
2. EU noted that the number of working hours was lower now in most EU member countries except Britain and Sweden.
3. Economists forecast there will be 45 million new entrants on the labour market next year.
4. The EU reaffirmed it would help emerging countries.
5. The TUC asked when the antidiscrimination law will be finally implemented.
6. The Trade Union Congress ironically wonders whether overtime can be imposed on executives who already work 10 hours a day.

2 Résumer le document en français et en 250 mots.

Temping down labor rights: the manpowerisation of Mexico Kent Paterson, January 6th, 2010

For more than four years, Margarita Estrada assembled and tested computers at a Foxconn factory in the central Mexican city of Guadalajara. (..) Yet Estrada never became a formal employee of the electronics industry giant. Instead, Spyga, a temporary employment agency, employed her and most of her co-workers on the shop floor.

In 2007, Estrada was **laid off** and offered \$300 in **severance pay**. Suspecting the amount fell below Mexican legal standards, she knocked on the doors of Cereal, a watchdog group (El Centro de Reflexión y Acción Laboral (CEREAL)). (...) she eventually walked away with nearly \$2,000 in severance pay. (...) According to the veteran labor activist, temporary job agencies in Guadalajara boomed when the local electronics industry expanded in the mid-1990s. Transnational companies including Manpower and Adecco now dominate the electronics industry labor market.

Approximately 60 percent of the 400,000 workers in Mexico's electronics industry work for temporary agencies, with some companies employing as much as 90 percent of their workforce through **subcontractors**. Common complaints include inadequate severance pay, **skimping** on benefits, low pay, and the never-ending temporary contracts that go from month-to-month or even fifteen days stretches.

Struggling under poor conditions

Nationwide, other problems documented by Cereal include sexual harassment, chemical exposures, accidents, union suppression and undignified treatment, such requiring US high school-like passes for bathroom breaks.

Labor Rights. The Code of Conduct, subscribed to by more than 40 major companies in the electronics industry, lays out human rights, health, occupational safety and labor

principles for its members. It is explicit about the right to join unions, which are usually non-existent or ineffectual in Mexico's electronics industry.(...)

Last summer workers' **grievances boiled** over into Guadalajara street demonstrations to denounce employment agencies arbitrary firings and paltry severance payments.

A (...) question underpins labor-management conflicts in the Mexican electronics industry: Who is responsible for labor law violations – the employment agency or the contractor? Even though Mexican labor law holds the contractor ultimately responsible, the Mexican federal labor agency responsible for hearing workers' legal complaints sometimes insists that grievances should be directed at the sub-contractors, Barajas says. In July 2009, a new federal law went into effect that reaffirmed the responsibility of the contractors as the employer, but it required subcontractors to file detailed employee payment reports with Mexico's Social Security Institute.

Manpower

The biggest player in Mexico's **temp worker** market is Manpower Inc. Since 1969. Manpower took a hit during the global recession. The company's quarterly revenues plummeted from \$5.7 billion between the end of 2008 to \$4.2 billion by the end of 2009.

The Manpower model has helped inspire legislation currently kicking around the Mexican Congress that would reform the nation's labor law and give temporary employment a stronger legal status.

Guadalajara worker Aureliano Rosa finds a certain irony that labor standards achieved in the 1917 Constitution that strictly governed working hours and benefits could go out the door. "in the past the businessmen depended on the government, but now, the government depends on the businessmen."

(Adapted and abridged from Special to CorpWatch)

Corrigé

La mainmise de Manpower sur le marché du travail mexicain dans le domaine de l'électronique a des conséquences drastiques sur les employés. Ils ne trouvent dans un marché saturé que des contrats CTT dans des agences d'intérim. L'indemnité de licenciement des employés est parfois inférieure à celle prévue par la loi.

Au Mexique, 60% des 400 000 employés travaillent pour le secteur de l'électronique. CE-REAL, ONG spécialisée dans le droit des travailleurs, vers qui se tournent de nombreux intérimaires souligne de très nombreux manquements aux droits des salariés : harcèlement sexuel, exposition aux produits toxiques, accidents, etc.

Certaines entreprises ont pourtant adhéré à une charte des droits des salariés mais ne la respectent pas, provoquant des mouvements de revendication à propos des licenciements abusifs, des indemnités de licenciement et des salaires de misère. Quelle loi devrait s'appliquer, celle de l'employeur ou celle du sous-traitant? Le Mexique a promulgué une loi demandant aux sous-traitants des rapports précis sur le paiement des intérimaires. De fait, c'est l'entreprise d'intérim Manpower et ses partenaires qui gèrent la quasi-totalité de l'embauche pour ce secteur. Bien que leurs revenus aient baissé avec la crise de 2008 leur puissance économique reste identique, et leur permet même de dicter au gouvernement des lois pour réformer le droit du travail mexicain. Ces modifications confèreraient à Manpower un pouvoir accru, mais s'opposeraient à la constitution de 1917. La souveraineté nationale se trouverait mise en danger par la puissance d'entreprises multinationales. (242 mots.)

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

A set of governmental social measures which protects the well-being and economic security of its citizens through social programs.

b. History

It began in England in 1601 when the The Poor Law was passed. Vagrancy was banned and the Church was required to take care of the poor. In the 19th century thanks to Mr Booth the poor were for the first time considered as victims of society. At the turn of the 20th century British Prime Minister Lloyd George implemented Britain's first welfare state providing old age pensions, health coverage and tenement housing for the working class only.

In order to address poverty and post war reconstruction William Beveridge initiated the first « from cradle to grave » social programmes, emphasising free education, public housing and a minimum allowance.

2 Frequently asked questions?

■ *What does welfare imply in terms of social programmes?*

The state helps their fellow citizens with social programmes: **health coverage**, **pensions**, **unemployment benefits**, **public housing** and free education

■ *Are there different approaches to social protection?*

That depends on the importance of the state intervention, countries' types of economies and various approaches to poverty. According to economists three models stand out:

- the corporatist model in continental Europe stressing solidarity. Individuals contribute through high taxes. Unions defend workers' rights. Individuals may be considered victims of a social system.
- the liberal model (the US and UK) works on flat taxes, emphasizes work and makes a distinction between the deserving and undeserving poor, believing that people are poor because they make little efforts to improve their own lives.
- the social democratic model (Northern European countries).

■ *What are deserving poor and undeserving poor?*

- **Deserving poor**: people who wanted to work but were unable to find suitable employment. These people were to be given help in the form of clothes, food or perhaps money. (Outdoor Relief)
- **Undeserving poor**: also called **idle beggars**, who could work but chose not to. (History on the net)

■ *What does « from cradle to grave » mean?*

The state protects its citizens from birth to death. Companies hire and protect their workers who keep their jobs throughout their working lives.
The British use the expression from “**womb-to-tomb**”.

■ *What is the New Deal?*

Franklin D. Roosevelt enacted a series of economic and social reform to help his country out of the severe 1929 economic slump, putting his country back to work by implementing huge national infrastructure works: railroads, bridges and roads...

■ *What is the new New Deal?*

President Clinton reduced welfare spending by \$75 billion. Welfare **recipients** are required to work after two years and are limited to a five-year benefit.

■ *What is workfare?*

The government of a country requires unemployed people to work for the community or carry out job training in order to receive social-security benefit.

■ *What is Medicare?*

President Johnson initiated Medicare, a US health insurance for people aged 65 or older and children under 5.

President Nixon required private companies to insure their employees and implemented a system based on private insurance companies named HMOs.

■ *What does HMO stand for?*

Health Maintenance Organisations decide what treatment should be approved or disapproved and later funded or not.

■ *What is Medicaid?*

Medicaid is a government health insurance that helps many low-income people in the US to pay their medical bills.

■ *What is the Affordable health care act?*

Obamacare is the other name given to Obama's potential and controversial health care reform. It will pass as President Obama is reelected. (See below documents on both Democrats and Republicans' viewpoints).

■ *What does "pay as you go" retirement mean?*

Employees contribute to their pensions all their lives, providing the funding for the senior population who will benefit from a state pension. However as the population ages the number of non-working people increases and the working population cannot provide enough funding for pensions through social contributions and taxes.

■ *What does "Individual capitalisation pension scheme" mean?*

Workers invest in a pension fund either individually or through their companies and that amount of money is capitalised. On retirement they benefit from their investment. Problems may arise if companies or banks go bankrupt.

■ *What does pension fund mean?*

Pension funds are commonly run by some sort of financial intermediary for the company and its employees, although some larger corporations operate their pension funds in-house. Pension funds control large amounts of capital and represent the largest institutional investors in many nations.

■ *What financial issues are industrialized countries governments facing?*

Industrialised countries are confronted with a low demography, an ageing population and a high domestic debt. These three factors make it difficult for governments to finance pensions and welfare.

Vocabulary

• Adjectifs

affordable: *abordable (financièrement)*

dependent: *à charge, dépendant*

destitute: *démuni*

deserving: *méritant*

eligible: *éligible*

homeless: *sans abri*

idle: *oisif*

single-handed: *monoparental*

undeserving: *non méritant*

• Noms

allowance: *indemnité*

bail out: *sauvetage*

bargaining clout: *pouvoir de négociation, dissuasion*

beggar: *mendiant*

benefits: *allocations*

block grant: *argent donné par le gouvernement fédéral*

cash assistance: *assistance en espèce*

clout: *une forme de puissance*

from cradle to grave: *du berceau à la tombe*

dependent children: *enfants à charge*

derelict: *délaissé, épave humaine*

deserving poor: *pauvre méritant*

down and out: *clochard*

double digits: *à deux chiffres*

drug: *médicament*

foreclosure: *saisie, hypothèque*

growth rate: *taux de croissance*

hardship: *difficulté, épreuve*

health coverage: *couverture santé*

in dire straits: *dans la misère*

mortgage: *hypothèque*

on the dole: *au chômage*

opportunity: *occasion*

pay as you go retirement: *retraite par répartition*

individual capitalisation pension scheme: *retraite par capitalisation*

pension: *retraite (argent)*

pension plan: *régime de retraite*

pension funds: *fonds de pension*

poverty rate: *seuil de pauvreté*

public housing: *logements sociaux*

recipients: *récipiendaires*

recovery: *reprise, redressement*

retirement: *retraite (statut)*

retiree: *retraité*

retirement allowance: *allocation retraite*

requirement: *requis*

slowdown: *ralentissement*

undeserving poor: *pauvre non méritant*

unemployment: *chômage*

tax-funded pensions: *retraite par répartition*

tenement housing, public housing: *HLM*

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...

vagrancy: *vagabondage*vagrant: *vagabond*welfare state: *État providence*workfare: *retour au travail (conditionnel)*

• Verbes

bail out: *se porter caution, se tirer d'affaires*bargain: *marchander, négocier*bedevil: *ensorceler*bolster: *soutenir*enact: *décréter (une loi)*jettison: *abandonner, renoncer*loan: *prêter*make (made, made) a dent: *ouvrir une brèche*slash: *sabrer, tailler, couper*stay afloat: *survivre*

• Acronymes

AFDC: Aid to Families with Dependent Children

NHS: National Health Service (in England)

PRWOA: Personal Responsibility and Work Opportunity Act

TANF: Temporary Assistance for Needy Families

3 You've got talent in grammar

Aide-mémoire : Article the ou absence d'article ?

Dans de nombreux cas, on emploie l'article **the** comme en français les articles « le/la/les » :
In our country, the social security system protects the citizens. / Dans notre pays, le système de sécurité sociale protège les citoyens.

Mais attention aussi à **l'absence d'article** (ou « article zéro », symbolisé par Ø), obligatoire dans les cas suivants :

- Quand on parle de quelque chose « **en général** » :

Statistics can be deceptive. / *Les statistiques peuvent être trompeuses.*

Welfare reduces poverty. / *L'aide sociale réduit la pauvreté.*

- Devant la plupart des **noms propres**, même précédés d'un nom de titre (*President Obama, Queen Elizabeth*), et en particulier devant pratiquement tous les noms de pays (*France, Spain, Pakistan...*, mais *the USA, the Netherlands*).

- Devant un nom qui désigne un objet, institution, etc., vus du point de vue de leur utilisation :

He travelled by train / on the way to school / to prison / to bed. Il a voyagé en train / sur le chemin de l'école / Il est allé en prison / se coucher.

- Devant un **nom indéfini** (équivalent de « du/de la/des » quand il n'y a pas d'idée de quantité).

If exports continue to fall, there will be unemployment. / Si les exportations continuent de diminuer, il y aura du chômage.

The situation could be improved by welfare programmes. / La situation pourrait être améliorée pas des programmes sociaux.

Applications

1 Entraînez-vous en grammaire

1. Utilisez les éléments entre parenthèses, en ajoutant *the* si nécessaire, pour construire des phrases correctes

1. This system was set up to ensure (well-being) of the country's citizens.
2. What he wants is (information) about (unemployment rate) in (Canada).
3. What are (requirements) to get (unemployment benefits)?
4. As a rule, (pensions) are indexed on (wages).
5. She never drinks (coffee) at (breakfast).
6. Who were (recipients) of this aid programme?
7. The speech will be given by (Dr [= Doctor] Hewson), and its subject will be (health protection).
8. A cash machine is a machine from which you can get (money) from your bank account.

2. Utilisez les adjectifs donnés entre parenthèses pour construire des phrases correctes

Attention : un adjectif précédé de *the* peut être utilisé comme nom pour désigner l'**ensemble d'une catégorie de personnes** (*They redistributed wealth from the rich to the poor*), mais dans les autres cas il a besoin de s'appuyer sur un nom (« les riches que je connais... » = *the rich people I know...*)

1. The economic recovery gave some hope to (unemployed).
2. At the moment, I'm trying to find decent accommodation for a (homeless) family.
3. The building will be equipped with a ramp for easy access by (handicapped).
4. Those who were the most affected by the rise in food prices were of course (underprivileged).
5. In the whole country, (young) are waiting for job prospects to open up.
6. The visiting party will include two (handicapped), so I hope the lift will be repaired before they come.

3. Traduisez en anglais

1. De plus en plus de gens se demandent comment seront financées leurs retraites.
2. Les moins de vingt ans représentent 30,4 % de la population du pays.
3. Est-ce que le Ghana exporte toujours des fruits bio (*organic*) ?
4. Le taux de croissance de l'Irlande a chuté rapidement après la crise des subprimes.
5. Croyez-vous que les personnes âgées (*elderly*) vont apprécier une mesure qui réduit considérablement leur pouvoir d'achat ? Et est-ce que vous pensez qu'un jeune peut vivre dans ce pays avec moins de 400 dollars par mois ?
6. Aux États-Unis, les défauts du système de santé ne sont évidemment pas un problème pour les riches, qui pourront toujours se payer des soins coûteux.
7. Les familles dans le besoin ne profitent (*benefit*) pas vraiment de la prospérité qui a résulté de la hausse du prix des matières premières.
8. On craint (*It is feared*) que le ralentissement des exportations ne provoque (*will bring about*) du chômage.

Corrigé

1. Emploi de *the*

1. This system was set up to ensure the well-being of the country's citizens.
2. What he wants is information about the unemployment rate in Canada.
3. What are the requirements to get unemployment benefits?
4. As a rule pensions are indexed on wages.
5. She never drinks coffee at breakfast.
6. Who were the recipients of this aid programme?
7. The speech will be given by Doctor Hewson and its subject will be health protection.
8. A cash machine is a machine from which you can get money from your bank account.

2. Emploi de *the* (à partir d'un adjectif)

1. The economic recovery gave some hope to the unemployed.
2. At the moment, I'm trying to find decent accommodation for the homeless family I know.
3. The building will be equipped with a ramp for easy access by the handicapped.
4. Those who were the most affected by the rise in food prices were of course the underprivileged.
5. In the whole country the young are waiting for job prospects to open up.
6. The visiting party will include two handicapped people so I hope the lift will be repaired before they come.

3. Traduction

1. More and more people wonder how their pensions will be funded.
2. The under-twenties represent 30.4% of the country's population.

3. Does Ghana still export organic fruit?
4. Ireland's growth rate plummeted after the subprime crisis.
5. Do you think the elderly will enjoy a measure that reduces their purchasing power considerably? Do you think a youth can survive with less than 400 dollars a month in this country?
6. In the US, the failings of health coverage are not obviously a problem for the rich who will always be able to afford costly health care.
7. Needy families do not really benefit from the wealth which resulted from the rise in the price of commodities.
8. It is feared that a slowdown in export will bring about unemployment.

2 Après lecture des 3 documents, répondre en anglais et en 250 mots à la question suivante :
Why is the Patient Protection and Affordable Care Act raising so much controversy ?

Doc 1. Defending Obamacare: 5 basics. Bob Burnett July 6, 2012

The June 28th Supreme Court decision that let Obamacare stand gives the president, and all Democrats, an opportunity to remake the case that the **Patient Protection and Affordable Care Act** is a good thing. Here are 5 points to remember:

1. Obamacare reflects values, not policy. At the root of the healthcare controversy are two different conceptions of America. Most Democrats believe that we belong to a "benevolent community" and work together for the common good;

On the other hand, Republicans believe the U.S. is a collection of rugged individuals, each competing in the free market.

From the benevolent-community perspective government, The Public, is how we organize to get certain things done: build roads, construct schools, and make sure that every American has a minimal standard of living including access to affordable healthcare. From the rugged-individual concept, government is an encumbrance; the Private already provides healthcare for some Americans.

2. Healthcare is a right, not a product. Those of us who believe in the benevolent-community vision of America view healthcare as a right that should be enjoyed by all Americans. Those of us who believe in the free-market vision of America see healthcare as a product.

3. The Patient Protection and Affordable Care Act (Obamacare) regulates insurance companies; it does not regulate healthcare. Obamacare guarantees access to healthcare for all Americans – except illegal immigrants – by regulating insurance companies.

4. Obamacare will lower insurance costs for most Americans.

5. Obamacare will decrease the deficit. Mitt Romney, and Republicans in general, have spread misinformation about this. However, "in February 2011, the CBO estimated that Obama's health-reform law would reduce the deficit by \$210 billion over 10 years."

To summarize, the healthcare debate comes down to five points. Two are value driven and three are factual. Obamacare stresses the primacy of the Public over the Private and asserts that healthcare is a right for every citizen. Furthermore, Obamacare regulates insurance companies thereby lowering consumer costs and the deficit. The Affordable Care Act is worth defending.

Doc 2. Why are Republicans against Obamacare? US History.

1. Power: It is about limiting the power and control of the government over the people. Republicans fear that control over healthcare choices is just the beginning to control over citizens' lives.

2. Ideology: Republicans are center/conservative and Democrats are center/liberals. They disagree with each other. The Conservatives' ideology is the government should have less control over citizens' lives. They also strongly believe a person's success and advancement is attributed solely to dedication and hard work. In other words, if you don't work, you shouldn't eat. That is why it is very difficult for a Republican to feel obligated to pay more taxes for health insurance for someone who they feel has a bad work ethic or who wants to over eat, smoke and chooses not to be healthy.

3. Taxation for wealthy: Most Republicans do not want higher taxes for the wealthy; those making more than \$250,000 per year, as they will be the ones paying for most government spending...e.g the healthcare bill. Republicans also state that it is the wealthy that create jobs by investing and that if their taxes are raised, there will be less investing and job creation. While this thinking is not incorrect in of itself, 60% - 80% of job creation comes from small businesses, not large corporations. If the government wanted to give tax breaks to stimulate job creation, the breaks should go to small businesses and startups.

Also, the upper class spends 75 cents for every dollar they earn (and save 25 cents), while the lower class spends 95 cents for every dollar they earn (and save 5 cents). So if tax breaks are giving to stimulate the economy, the theory is that it should go to the poor, since they are more likely to spend it. The reason being is that they need to for necessities.

4. Fear of socialized medicine: Republicans believe the healthcare system in America needs reform, but feel the best solution is not to hand it over to the government. Although the Obama plan is not socialized medicine, it appears in time employers will dump their employees into an "exchange/public option".

5. Budget deficit: Republicans believe the American government is nearly bankrupt. Although Obama and the CBO has stated the health care bill will reduce government expenses. there may be a moderate risk it does not and the government may have to take on more debt. The deficit is already high. As our government has had to borrow money from other countries such as China, which must be paid back with added interest.

6. Founding principles: America, was founded on the principles of absolute minimalist government, both economically and socially, and was intended to be run as capitalistically as possible. Republicans believe our Constitution strictly forbids the federal government's interference into our personal and economic decisions, including healthcare.

Doc 3. Women will get a lot out of the Affordable Care Act. Here are just some of the ways. Katha Pollitt July 11, 2012, The Nation.

1. As many as 10 million will get coverage in 2014 under Medicaid expansion, and by 2016, thanks to other provisions of the ACA, that number will grow to 13.5 million women.

2. By 2014, all plans sold to individuals will be required to cover maternity care. The ACA destroys the mindset that care needed only by women is of no general concern.

3. More than 20 million women will get expanded coverage of preventive services—prenatal care, mammograms, testing for sexually transmitted diseases, well woman checkups, immunizations, birth control and more.
4. Insurance companies will be barred from dropping women's coverage when they become pregnant or sick.
5. Companies will be barred from denying coverage because of "pre-existing conditions," like having had breast cancer, being pregnant or being the victim of domestic violence.
6. No more "gender rating"—charging women more for coverage just because they are women.
7. Older women will receive expanded preventive services through Medicare, like bone-density screenings for those at risk of osteoporosis.
8. The expansion of Medicaid will cover people who make up to 133 percent of the poverty line (about \$31,000 a year for a family of four).

Corrigé

The Patient and Affordable Care Act also called Obamacare is quite controversial as it stresses the ideological differences between the Republicans and the Democrats.

The Republicans regard the US as a collection of individuals whose rights should not be dictated by the State so they fear the interference of the Federal government with citizens' lives. They reject Obamacare as a socialized form of healthcare. They believe many uninsured people could be forced to accept the health government programme. They feel the wealthy who provide many job creations should not suffer from tax raises and they shouldn't pay for people who behave unethically. Republicans argue that Obamacare would increase the US budget deficit.

Conversely Democrats strongly defend the common good that enables to launch infrastructure, education and health programmes, inherent to a benevolent community. Center liberals think it a right to enable a larger portion of Americans to access healthcare. They regard Obamacare not as a regulation of healthcare but as a regulation of insurance companies. They retort that contrary to the Republicans' conviction that ACA would increase the budget deficit it would actually cut it down by \$210 billion. Free market proponents see healthcare as a product whereas Democrats believe it is a right that should be affordable for a majority of citizens. It also represents a positive turn for women. More than 13.5 million of them will get coverage for preventive services by 2016, from prenatal care to bone-density screening for seniors. Women will not pay higher insurance just because they are women. Insurance companies will not be allowed to deny them access to care because of previous illnesses. The launch of ACA beneficial to many could nonetheless raise tensions, accentuate the division between the two political parties in terms of values and policies when the law finally passes. (299 words.)

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

Some historians date trade back to prehistoric times i.e 150,000 years ago. Trade stands for exchange, buy and sell, import and export, among other things.

New information technologies, fast transportation, lowering **tariffs** and **cloud computing** have boosted **cross-borders** exchanges. Sets of new institutions and laws were passed after World War II to enforce international regulations on a **free trade** market and to promote peace. The history of trade is also closely linked to the manner in which nations deal with it, being protectionist or open to free trade.

b. History

Colbert Louis XIV's Minister decided to develop the activity of the Manufacture des Gobelins to compete with the rich Flanders merchants. He made the manufacture benefit from tax exemptions. He set up the Compagnie française des Indes orientales to trade with Eastern countries and compete with the English and Dutch companies. St Gobain was founded in 1693 to resist Venetian glass imports. At the time spies were already scouring Europe to discover manufacturing processes.

2 Frequently asked questions

a. Upsides

■ *What does Free Trade stand for?*

According to the OECD definition: Free trade means goods and services can be bought and sold between countries or sub-national regions without tariffs, quotas or other restrictions.

Free trade can **boast** many defenders but in the past few years mounting criticism of WTO laws has emerged.

■ *What did Stuart Mill write about protectionism in the 19th century?*

Stuart Mill who coined the expression free trade wrote: “Trade barriers are chiefly injurious to the countries imposing them.”

According to free trade advocates protectionist laws **raise** taxes and tariffs on imported goods and by imposing quotas raise the costs of goods and businesses. (European consumers pay a high price because of EC restrictions on food imports.) Some American protectionists believe the US suffered from globalisation since China joined the WTO through the loss of thousands of manufacturing jobs and outsourcing.

Dates and Facts

- **1944:** Bretton Woods Agreement
- **1948:** GATT (General Agreement on Tariffs and Trade)
- **1994:** NAFTA : North American Free Trade Agreement
- **1995:** WTO superseded GATT

NAFTA

(Voir fiche 3 Regional blocs)

In 1994 the North American Free Trade Agreement between the United States, Canada, and Mexico came into force. All remaining duties and quantitative restrictions were eliminated, as scheduled, on January 1, 2008. NAFTA created the world's largest free trade area, which now links 444 million people producing \$17 trillion worth of goods and services.

Trade means faster growth, higher living standards, and new opportunities through commerce. In order to increase these opportunities worldwide, UNCITRAL is formulating modern, fair, and harmonized rules on commercial transactions (source UNCITRAL).

■ *What is WTO? (Source WTO)*

The WTO consists of 157 members and about 27 observers, accounting for more than 97% of world trade. Around 30 others are negotiating membership.

The World Trade Organization and WTO agreements address the rules of trade between nations. It aims at helping producers of goods and services, exporters, and importers to conduct their business.

GATs rules are the cornerstone to WTO trade in goods. New rules were added by The Uruguay Round regarding trade in services, agriculture and textile, intellectual property (TRIPs), dispute settlement, and trade policy reviews.

WTO's dispute settlement procedures

Smaller countries can enjoy some increased bargaining power. Without a multilateral regime such as the WTO's system, the more powerful countries would be freer to impose their will unilaterally on their smaller trading partners. Smaller countries would have to deal with each of the major economic powers individually, and would be much less able to resist unwanted pressure (Abridged from WTO source).

TRIPS

The WTO's **Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)**, negotiated in the 1986-94 Uruguay Round, introduced intellectual property rules into the multilateral trading system for the first time. Ideas and knowledge are an increasingly important part of trade. Most of the value of new medicines and other high technology products lies in the amount of invention, innovation, research, design and testing involved.

b. Downsides

■ What do opponents to WTO claim?

WTO opponents **claim** it is undemocratic as it favours large corporation profit to the detriment of local economies. One of the WTO mandates is to promote wealth, peace and stability. However the WTO is facing mounting criticism from many anti-globalization movements. Many riots and protests have taken place in developing countries, especially including farmers, to combat WTO empowerment.

Opponents :

- believe the WTO will privatize public utilities and services such as water, postal services and banking;
- denounce TRIPs since they protect pharmaceutical lobbies and laboratories. The needy population in developing countries who suffer from HIV or AIDS have little access to medicine. However some countries succeeded in gaining the right to produce generic drugs;
- state that inequality is rising between the rich and poor countries: 20% (the rich) consume 86% of the world resources, whereas the remaining 80% consume 14%. The WTO with their dumping measures of subsidized food undermined local production;
- large-sized organization take advantage of a cheap, flexible labour force;
- poor countries have very few or no representatives in the WTO and have to change their laws according to WTO.

Vocabulary

• Adjectif

stiff: *sévère, difficile*

• Noms

advocate: *partisan*

bargaining power: *pouvoir de négocier*

drug: *médicament*

capital goods: *biens d'équipement*

cloud computing: *cloud computing, infonuagique (Canada)*

commodities: *matières premières*

copyright: *droit d'auteur*

cross-border: *au delà des frontières*

dumping: *vente à un prix inférieur à celui du pays de l'entreprise*

free trade: *libre-échange*

impetus: *impulsion, dynamique*

international trade: *commerce international*

patents: *brevets*

pending: *en instance, en cours*

pressure: *pression*

regulations: *règlements*

rules: *règles*

tariff: *droit de douane*

tax exemption: *exonération d'impôt*

trademark: *marque déposée*

• Verbes

apply: *poser sa candidature*

bargain: *marchander*

boast: *se vanter*

boost: *relancer*

claim: *revendiquer*

compete: *être en concurrence*

consume: *consommer*

drop case: *abandonner un cas*

exempt: *exempter*

last: *durer*

privatize: *privatiser*

raise: *élever, augmenter*

remain: *rester*

resume: *reprendre*

rise(rose, risen): *monter, s'élever*

• Acronymes

GATS: General Agreement on Trade in Services: *Accord général sur le commerce et les services*

TRIPS: Trade Related aspects of Intellectual Property Rights: *accord relatif aux droits de propriété intellectuelle liés au commerce*

WIPO: World Intellectual Property Organization *OMPI: Organisation Mondiale de la Propriété Intellectuelle*

WTO: World Trade Organization

OMC: *Organisation Mondiale du Commerce*

3 You've got talent in grammar

Aide-mémoire : Équivalents anglais de beaucoup et peu : *much, many/few, a few*

1. Beaucoup

*Free Trade has **many** defenders.* (beaucoup de défenseurs)

*There hasn't been **much** growth in that sector.* (beaucoup de croissance)

- **Many** est utilisé devant un **nom pluriel** (qui est nécessairement un « dénombrable »), et **much** est utilisé devant un **nom singulier** (qui est nécessairement un « indénombrable » : on dirait difficilement « une croissance, deux croissances, trois croissances, ... »).

- **A= lot of**, qui est un peu plus familier, peut être utilisé dans les deux cas : *a lot of defenders, a lot of growth.*

*These measures have produced **little** growth.* (peu de croissance)

2. Peu

*Protectionism has **few** defenders.* (peu de défenseurs)

- **Few** est utilisé devant un **nom pluriel** (« dénombrable »), et **little** est utilisé devant un **nom singulier** (« indénombrable »).

- Ne confondez pas *few* avec *a few*, ni *little* avec *a little*

*The project had **a few** defenders* = Le projet a eu quelques défenseurs *Contrary to my expectations, the measure generated **a little** growth* = ... un peu de croissance.

Applications

1 Entraînez-vous en grammaire

1. Complétez en utilisant *many* ou *much*

1. I don't think he has ... bargaining power.
2. ... jobs will be lost if they don't redress this alarming situation.
3. How ... investment is needed to build such a factory?
4. There hasn't been ... economic activity since the crisis started.
5. He thinks that there are too ... restrictions on international trade.

2. Complétez en utilisant *few* ou *little*

1. Nowadays, ... people believe that there is no need to protect the environment.
2. There is very ... trade between the two countries.
3. This measure is not very popular, and it will give ... impetus to the development of exchanges.
4. Too ... inhabitants of the district have access to medicine.
5. The advantage of that country is that it imposes ... quotas on imports.

3. Traduisez en anglais

1. Beaucoup d'opposants au libre-échange lui reprochent de profiter des pays pauvres.
2. Quelques pays se sont servis du libre-échange pour vendre leur produits bien inférieurs au prix du marché.
3. Les mesures protectionnistes ont produit peu de croissance.
4. Peu de pays africains ont bénéficié de subventions quand ils ont été touchés par une sécheresse sévère (*drought*).
5. L'OMC a édicté beaucoup de lois pour que de petits pays puissent bénéficier d'un certain pouvoir de négociation.
6. Les lois de l'OMC suscitent de nombreuses critiques en particulier de la part des pays émergents qui se sentent floués et peu écoutés.

Corrigé

1. *Many* ou *much*

1. I don't think he has *much* bargaining power.
2. *Many* jobs will be lost if they don't redress this alarming situation.
3. How *much* investment is needed to build such a factory?
4. There hasn't been *much* economic activity since the crisis started.
5. He thinks that there are too *many* restrictions on international trade.

2. *Few* ou *little*

1. Nowadays, *few* people believe that there is no need to protect the environment.
2. There is very *little* trade between the two countries.
3. This measure is not very popular, and it will give *little* impetus to the development of exchanges.
4. Too *few* inhabitants of the district have access to medicine.
5. The advantage of that country is that it imposes *few* quotas on imports.

3. Traduction

1. Many opponents of free trade blame it for taking advantage of poorer countries.
2. A few countries used free trade to dump their products.
3. Protectionist measures led to little growth.
4. Few African countries benefited from subsidies when they suffered from severe drought.
5. WTO edicted many rules so that smaller countries could benefit from some bargaining power.
6. WTO rules arouse much criticism especially from emerging countries who feel cheated and little heard.

2 Traduire en français le premier paragraphe du document, de 'Meeting....' à 'Latin America'

Doc : The EU and the WTO Brussels, December 2009 Ending the longest trade dispute in history : EU initials deal on bananas with Latin American countries.

Meeting at the WTO in Geneva, ambassadors from the EU and Latin American countries today agreed to end a 15-year dispute over EU banana imports. In the deal, seen as a **boost** for the Doha Round of world trade talks, the EU will gradually cut its import tariff on bananas from Latin America from €176 per tonne to €114. In response, the US has agreed to **settle** its related **dispute** with the EU. The EU has also offered to mobilise up to €200 million for the main African and Caribbean banana-exporting countries to help them adjust to **stiffer** competition from Latin America.

Meeting at the WTO in Geneva, ambassadors from the EU and Latin American countries today agreed to end a dispute over the EU's banana imports which has **lasted** for more than 15 years.

As part of the deal, the EU will:

- cut its import tariff on bananas – the EU will do so in stages, from the current rate of €176/tonne to €114/tonne in 2017, at the earliest; and
- make the biggest cut first – the EU will first cut its tariff by €28/tonne to €148/per tonne, once all parties sign the deal.

In return, Latin American countries will:

- not demand further cuts – the EU will not cut its tariff further once the Doha Round of talks on global trade **resumes**;
- drop cases against the EU – Latin American producers will settle several legal disputes **pending** against the EU at the WTO; some date back as far as 1993.

(abridged from www.globalexchange.org)

Corrigé

Achèvement du plus long conflit commercial de l'histoire : l'Union européenne a pris l'initiative de l'accord sur les bananes avec les pays d'Amérique latine.

Au cours de la réunion de l'OMC à Genève, les ambassadeurs des pays membres de l'Europe et d'Amérique latine, se sont mis d'accord aujourd'hui pour mettre fin à une mésentente sur l'importation des bananes vers l'Union européenne qui dure depuis plus de quinze ans. Par cet accord perçu comme une impulsion pour réentamer les discussions de la conférence de Doha sur le commerce international, l'Union européenne diminuera progressivement ses taxes douanières sur l'importation des bananes en provenance d'Amérique latine de 176 à 114 euros par tonne.

En retour, les États-Unis ont accepté de régler leur désaccord à ce propos avec l'Union européenne.

Cette dernière a également proposé de mobiliser 200 millions d'euros pour les principaux pays d'Afrique et des Caraïbes exportateurs de bananes pour les aider à s'adapter à une compétition plus rude de la part de l'Amérique latine.

Competition, laws and counterfeiting

11

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

Markets work on the basis of free trade and competition. On a national and international level companies are protected by patents, trademarks and so are consumers from firms illegal actions. Anti-competition laws were enforced to safeguard fair competition.

2 Frequently asked questions

a. Competition

■ *Why is competition important?*

It benefits consumers because it enables lower prices, new products of a better quality and a wider range of choice.

■ *What activities do competition laws (called Anti-trust laws in the US) comprise?*

Laws regulate monopoly, control mergers, advertising, IP Intellectual property, fix prices for goods and services, protect employees, employment, contracts, and also consumers.

b. Laws

■ *What are the major Anti-competitive agreements?*

In Europe

The **Treaty of Rome** established most aspects of European competition laws for producers, distributors and retailers and also suppliers of goods and services.

In the UK

Anti-competitive laws **prohibit agreements** between businesses that prevent, restrict or distort competition or are intended to do so and which affect trade in the UK and/or EU.

They control abuse of dominant position. They ban agreements which :

- **fix** the prices to be charged for goods or services ;
- limit production ;
- make sure companies do not charge different prices or impose different terms where there is no difference in products or services ;
- A dominant position in a market essentially means that a business is generally able to behave independently of competitive pressures, such as other competitors in that market ;

Competition laws are enforced by the Office of Fair Trading (OFT) and the European Commission.

What does the OFT enforce?

The Office of Fair Trading investigates businesses suspected of **breaching** these laws and they can order that offending agreements or conduct be stopped.

These businesses can be **fined** up to 10% of their worldwide turnover and third parties (including injured competitors, customers and consumer groups) can bring **damages** claims against them. In addition, individuals found to be involved in cartels can be fined and imprisoned for up to five years and directors of companies that breach the prohibitions can be disqualified for up to 15 years.

The Competition Appeal Tribunal (CAT) judges appeals. **Third parties** can also take action in the courts to stop anti-competitive behaviour and/or seek damages. (Source OFT)

What is price fixing?

Price fixing is an agreement among competitors to raise, lower, or otherwise stabilize the price range, or any other competitive term that will be offered for their products or services.

What are cartels?

Cartels are agreements between businesses not to compete with each other.

In the US

- **The Sherman Antitrust Act** of 1890 was the first **measure** passed by the US Congress to prohibit trusts. (...) A trust was an arrangement by which stockholders in several companies transferred their shares to a single set of trustees.

Created in 1914 the Federal Trade Commission Act bans “unfair methods of competition” and “unfair or deceptive acts or practices.” The Supreme Court has said that all violations of the Sherman Act also violate the FTC Act.

The Clayton Act addresses specific practices that the Sherman Act does not clearly prohibit, such as **mergers** and interlocking directorates (that is, the same person making business decisions for competing companies). It prohibits mergers and acquisitions where the effect “may be substantially to lessen competition, or to tend to create a **monopoly**.” It also bans certain discriminatory prices, services, and allowances in dealings between merchants. http://www.ftc.gov/.../FactSheet_AntiTrust.pdf -

Who enforces Antitrust laws?

- The DOJ (Dept of justice) reviews mergers in transportation industries, such as airlines or railroads, as well as the telecommunications industry. The FTC (Federal Trade Commission) generally focuses its enforcement responsibility in the oil and gas, pharmaceutical, and health care industries.
- The Attorney General of Washington and Attorneys General.
- Third parties, consumers and people regrouped in class actions. Though companies are protected by law they are often victims of counterfeiting.

■ What is counterfeiting?

Counterfeiting is a criminal activity that consists in forging a product that imitates the original. It is illegal and criminal. Counterfeiters and consumers who purchase knowingly counterfeited products are punished by law.

The history of counterfeiting is a very ancient one. Copying and printing fake money is almost as old as trade itself. In the US during the Civil War, there was so much forged money that the US government first coined a national currency then set up the Secret Service to fight counterfeiting.

■ What products are being forged?

Nowadays all kinds of products are being counterfeited from money to software, from medicine to luxury brands, from any **brand** imitation to computer chips, from cigarettes to toys or even auto and plane parts.

■ What does counterfeiting jeopardize?

Counterfeiting represents a real economic danger. According to Business week “The World Customs Organization reports that counterfeit goods account for nearly 10% of worldwide trade, an estimated \$500 billion annually.

It jeopardizes:

- trademark owners, brands and misleads consumers who mistrust retailers;
- national safety (e.g. forged chips on Air Force planes);
- endanger health (**fake** drugs, **forged** toys).

■ What can companies do to combat forgery?

Companies own registered trademarks or they have acquired patents to be protected against fraud or **theft**.

■ What can governments do to fight fake goods?

Laws have been passed in the US and Europe and anti-counterfeiting organisations were created nationally. An international network comprising 36 countries was instituted in 1999.

Another form of danger for companies is theft of Intellectual Property. They need to protect their assets, their strategic information and IP. In the 1960s an American economist Michael Porter insisted on the new dimension of economic intelligence as a strategic means for companies. According to him knowledge-based economy is to **supersede** traditional forms of economy. **EI**'s goals (Economic Intelligence) are competitiveness of economy and protection of companies' assets.

■ What is Intellectual Property?

Intellectual Property (IP) refers to creations of the mind: inventions, literary and artistic works, symbols, names, images and designs used in commerce. Intellectual Property is divided into two categories: Industrial Property, which includes inventions (patents), trademarks, industrial designs, and geographic indications of source. Copyright includes literary and artistic works (Source WIPO).

TRIPs 1994 : The WTO's Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) introduced intellectual property rules into the multilateral trading system for the first time. Ideas and knowledge are an increasingly important part of trade. Most of the value of new medicines and other high technology products lies in the amount of invention, innovation, research, design and testing involved.

Vocabulary

• Adjectifs

deceptive: *trompeur*

forged: *faux, contrefait*

• Noms

agreement: *accord*

brand: *marque*

cartel: *cartel*

consignment: *cargaison*

monopoly: *monopole*

network: *réseau*

patent: *brevet* / off patent: *non breveté*

pressure: *pression*



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price range: *gamme de prix*

regulation: *règlement*

rights: *droits*

theft: *vol*

third party: *un tiers*

trademark: *marque déposée*

trustee: *fidéicommissaire, curateur*

watchdog: *organisme de surveillance*

• Verbes

appeal: *faire appel*

ban: *interdire*

breach: *enfreindre*

compete: *concurrencer*

charge: *demandeur un prix*

download: *télécharger*

ensure: *assurer*

fine: *infliger une amende*

fix: *fixer un prix*

foster: *encourager, favoriser*

investigate: *enquêter*

jeopardize: *mettre en danger*

lessen: *diminuer*

levy: *lever une taxe*

lodge a complaint against: *porter plainte*

make a dent: *faire une brèche*

mistrust: *ne pas accorder sa confiance*

mislead (misled, misled): *induire en erreur, tromper*

promote: *promouvoir*

prohibit: *interdire*

sue: *poursuivre en justice*

reward: *récompenser, rémunérer*

safeguard: *sauvegarder, protéger (ses droits)*

seek: *rechercher*

supersede: *supplanter*

supply: *fournir*

• Acronymes

EI: Economic Intelligence

GACG: Global Anti-Counterfeiting Group

IP: Intellectual Property

TRIPs: trade-related aspects of intellectual property rights

WIPO: World Intellectual Property Organisation
OMPI: Organisation Mondiale de la Propriété Intellectuelle

3 You've got talent in grammar

Aide-mémoire : La proposition infinitive

*The Act **requires** companies to notify the government of their plans.* / La Loi exige des sociétés qu'elles informent le gouvernement de leurs plans.

La **proposition infinitive** s'emploie, d'une façon générale, après les verbes exprimant une volonté ou un souhait, et en particulier après *want*, **would like** (ou **'d like**) et **prefer**. (Donc, ne dites pas / n'écrivez pas ~~*I want that the boss signs the contract*~~, mais ***I want the boss to sign the contract.***)

Caractéristiques essentielles de la proposition infinitive :

- le verbe est à l'**infinitif** précédé de *to* ;
- quand le sujet du verbe à l'infinitif est un **pronom personnel**, ce pronom est à la **forme complément** : *I want **him** to sign the contract.*

Applications

1 Entraînez-vous en grammaire

1. Complétez, à la suite du verbe, en utilisant les éléments entre parenthèses

1. I'd like ... (you – renegotiate the deal).
2. Their dominant position causes ... (their competitors seek markets outside Europe).
3. I had warned him not ..., but he did (he cancelled the order).
4. The Court of Appeals' decision compelled... (the company had to pay \$980 000 in compensation).
5. The new law requires... (foreign companies must pay their taxes in monthly instalments).
6. We expect ... (prices will fall once these abusive practices have been made unlawful).

2. Complétez les phrases de la première colonne en utilisant les propositions infinitive de la seconde

1. They admit that they were wrong, but they'd prefer	a. this decision to forestall future conflicts.
2. The agreement, which was illegal, enabled	b. for the goods to be delivered before the end of the month?
3. Did you arrange	c. us not to bring an action into court.
4. Their lawyers advised	d. the three companies to get a bigger slice of the market.
5. We want to promote a fruitful cooperation and, we intend	e. them not to violate the anti-competitive legislation.
6. He had some doubts about their intentions, and he urged	f. us not to pay unless a court ordered it.

3. Traduisez en anglais

1. Les entreprises veulent que la propriété intellectuelle soient protégée.
2. Les lois anticontrefaçons requièrent que les clients fassent attention aux objets contrefaits.
3. Les gouvernements enjoignent les douanes de saisir des marchandises illicites.
4. Les avocats ont conseillé aux sociétés lésées de porter plainte auprès de la cour européenne.
5. La société XX aimerait que les pirates informatiques soient arrêtés au plus vite.
6. Le directeur marketing a demandé que tous les chefs de projets se réunissent à 10 heures.

Corrigé

1. Phrases à compléter

1. I'd like you to renegotiate the deal.
2. Their dominant position causes their competitors to seek markets outside Europe.
3. I had warned him not to cancel the order, but he did.
4. The Court of Appeals' decision compelled the company to pay \$980 000 in compensation.
5. The new law requires foreign companies to pay their taxes in monthly instalments.
6. We expect prices to fall once these abusive practices have been made unlawful.

2. Phrases à reconstruire

1. c; 2. d; 3. b; 4. e; 5. a; 6. f

3. Traduction

1. Companies want IP to be protected.
2. Anticounterfeiting laws require customers to pay attention to fakes.
3. Governments urge customs to seize illicit goods.
4. Lawyers advised the wronged companies to lodge a complaint before the European Court.
5. The XX company would like the hackers to be arrested as soon as possible.
6. The marketing director wants all project managers to meet at ten.

2 Synthèse des 2 documents suivants, en français et en 250 mots.

Doc 1. India lodges complaint against pharma MNCs with WIPO Friday, Nov 13, 2009

NEW DELHI : India on Wednesday strongly complained to the UN intellectual property rights body, World Intellectual Property Organisation (WIPO), about how some handful of multinational companies had launched a deliberate campaign against India's pharmaceutical industry, which has broken their 'cartel' in the generic drugs.

Off-patent drugs

"We know how the campaign was there. They still continue to misinform, **mislead** and confuse when it comes to the Indian generics, which have brought a major change in the world," Commerce and Industry Minister Anand Sharma told Francis Gurry, the Director General of Geneva-based WIPO, here.

Several **consignments** of off-patent generic drugs of Indian firms have been seized in the recent past in Europe on way to destinations like Brazil and some African nations. While these are off-patent drugs, some of the European nations have confiscated the drugs alleging they violated their IPRs.

"There was a time when there were multinational drug cartels in the anti-retroviral drugs for HIV/AIDS. It was the Indian pharmaceutical firms which have brought down the annual HIV/AIDS treatment cost from \$11,000 to \$400," he said at a conference jointly organised by the Commerce Ministry, WIPO and the Federation of Indian Chambers of Commerce and Industry (FICCI).

For Indian firms, Africa and Latin America are the major markets for low-cost drugs used for the treatment of HIV/AIDS, tuberculosis and malaria. The two continents account for around 15 per cent of India's total pharmaceutical exports.

Mr. Sharma further said that India had a strong intellectual property regime and the law covered the entire **gamut**, including copyrights, trademarks and geographical indicators. "It's not only that we have IPR regime but we also have a robust institutional and administrative mechanism to implement the law," Mr. Sharma said.

He said actions were being taken against those who violated IPRs. (abridged from Online edition of India's National Newspaper The Hindu)

Doc 2. EU court rejects appeal on China/Vietnam shoe duty

Luxembourg, March 5 (Reuters) – A European court has rejected an appeal by a number of Hong Kong and China-based shoemakers against import duties levied by the European Commission on shoes originating from China and Vietnam.

Luxembourg-based EU General Court dismissed on Thursday all five appeals lodged by the companies against a decision by the EU's executive arm to impose tariffs of up to 16.5 percent on Chinese leather shoes and 10 percent on those from Vietnam.

"The adoption of anti-dumping duties is not a penalty for earlier behaviour but a protective and preventive measure against unfair competition resulting from dumping practices," the EU's second-highest court ruled.

The European Commission imposed the duties in 2006, following a complaint by European manufacturers who argued that they were unable to compete with shoes dumped in the European market by low-cost producers in China and Vietnam.

The dispute has heightened trade tension between the 27-nation bloc and China, its second biggest trading partner after the United States, and its biggest source of imports. European Union ministers voted in December to extend the import duties for another 15 months, while Beijing launched a dispute at the World Trade Organisation last month over the EU tariffs, saying they were illegal.

The companies argued that they were unfairly treated by the EU's executive Commission and were not given sufficient rights to defend the anti-dumping charges, and that the Commission failed to carry out a proper analysis of the market before making its decision. The court rejected these arguments and dismissed the appeals.

Writing by Bate Felix.

Corrigé

Ces deux documents portent sur la concurrence et témoignent de plaintes portées devant un tribunal et en dernier recours au niveau des instances juridiques internationales OMPI et OMC.

Les Indiens défendent leurs médicaments génériques qui ont brisé les cartels pharmaceutiques. Ils font face à une campagne de dénigrement orchestrée par ces mêmes multinationales et déposé une plainte auprès de l'OMPI à leur encontre.

Les Européens ont confisqué des médicaments indiens hors licence, constituant 15% des exportations indiennes destinées aux marchés brésilien et africain, qui selon eux violaient leur propriété intellectuelle.

Grâce aux laboratoires indiens le prix des médicaments contre le SIDA est passé de \$11,000 à \$400. La loi de propriété intellectuelle est d'autant plus forte en Inde qu'elle y est appliquée rigoureusement. Les contrevenants aux lois sur la protection intellectuelle seront poursuivis. Le deuxième document aborde la concurrence sous l'angle de lois protégeant l'Europe contre le dumping de chaussures en provenance de Chine et du Vietnam.

La Cour européenne de justice a répondu favorablement à la demande des fabricants européens qui luttent contre la concurrence déloyale des deux pays asiatiques. Elle a rejeté l'appel de ces derniers, précisant qu'il s'agit d'une mesure préventive antidumping qui sera prorogée de 15 mois.

La Chine a réagi en portant plainte auprès de l'OMC car selon elle la Commission européenne agit illégalement en augmentant ses droits de douane.

Ces documents résument la complexité des problématiques auxquelles se trouvent confrontés les législateurs nationaux et internationaux ainsi que les tensions internationales que ces lois peuvent susciter. (253 mots.)

- Key concept
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concept

Setting up a company means choosing the type of company one wants to create depending on one's capital and business goals. Consequently there exist various types of companies according to the legal and financial structures needed by the entrepreneurs.

Other major factors involved are taxation, **liability**, risk and quotation on the Stock exchange.

English-speaking countries and French companies' legal structures do not exactly match. Yet we may note similarities.

2 Frequently asked questions

a. Legal aspect

■ ***Entreprise unipersonnelle à responsabilité limitée (EURL)***

Single member company

This type of business requires very small investment and simplified legal procedures; it is registered. No minimum capital is required.

A new type of company was initiated in 2009 by the French government called autoentrepreneur (sole trader or one-man business) which makes it even easier to set up one's company. It suits people who want to start a small business without too much taxation since they are only taxed for an income superior to €32,000 for service providers and €80,000 for other activities.

In England, sole traders are self-employed and must complete a self assessment tax return every year. Unlike being an employee, you won't be taxed on your

income. Instead you will be allowed to deduct business expenses and be taxed on the profit you have made.

■ **Entrepreneur individuel à responsabilité limitée (EIRL)**

This legal form allows entrepreneurs to limit their responsibility to a professional patrimony (dedicated only to their business).

These entrepreneurs can opt for paying corporate taxes.

■ **Société par actions simplifiée unipersonnelle (SAS)**

It is a registered company with no minimum capital required depending entirely on its written statutes. It can comprise from one to an unlimited number of partners.

■ **Société à responsabilité limitée (SARL)**

Private Limited Company

It comprises from two partners up to 100. Owners are responsible only for the amount of capital invested. In the UK the number of shareholders can't exceed 50. It is not quoted.

■ **Société anonyme (SA)**

Public Limited Company

All partners benefit from limited liability and special taxation. A minimum capital of €37,000 should be invested (as from 22 January 2009). It can be quoted or unquoted.

There is a minimum 7 shareholders and no maximum. It is chaired by a General Manager and its Board of Managers consisting of 3 to 18 members.

It can **go public**. A **statutory auditor** is **mandated** for 6 years in France and once a year in England.

■ **Regulations to set up a company**

Companies need to be registered to abide by legal regulations.

In France the law only requires "the memorandum of association" whereas in England and the US the "articles of associations" (GB) or "Articles of incorporation" (US) are required. These documents have to be completed with the Registrar of Companies. Once registered they have to open a bank account.

■ **Regulations to close a company**

If a company can't meet its debts it is forced to close.

That closure can be decided by a court of justice or by the company's owners.

The liquidation by a court is called compulsory liquidation, and by the company's owners voluntary liquidation.

b. Economic aspect

■ *What is a Multinational?*

A multinational is usually a much larger-sized company, often international, having subsidiaries or branches around the world. Each multinational must **abide by** its own country's law.

It must be chaired by a Chairperson and its board of directors includes from 3 to 18 members. Most corporations are incorporated.

■ *What is a joint-venture?*

It is a contractual agreement joining together two or more parties for the purpose of executing a particular business undertaking.

All parties agree to share the profits and losses of the enterprise.

■ *What is a holding?*

Also called parent company, it takes no part in the industrial and commercial activities and only manages its own shares in the subsidiaries.

■ *What are the assets?*

It is the capital invested to set up a company.

■ *What are the liabilities?*

Liabilities are obligations or debts.

■ *What is the difference between a shareholder and a stakeholder?*

- **Stakeholder** is a newly coined term comprising employees, suppliers, unions, banks, NGO's, media, and all the public the firm has to deal with.
- The **shareholders** are the people who bought shares of the company. In France shareholders are found only in SA, SCA.

Vocabulary

• Adjectifs

liable: *responsable*

• Noms

(GB) articles of association: *statuts sociaux*

(US) articles of incorporation: *statuts de la société*

assets: *actifs*

auditor/statutory auditor: *commissaire aux comptes*

bankruptcy: *faillite*

business plan: *business plan*

certificate of incorporation: *Kbis*

compulsory liquidation: *liquidation judiciaire*

debt: *dette*

equity, cash flow: *fonds propres*

incentive: *stimulation, primes*

joint-venture: *co-entreprise*

layer: *couche*

liabilities: *passif*

loss: *perte*

mandatory: *obligatoire*

memorandum of association: *charte constitutive d'une société à responsabilité limitée ou statuts constitutifs*

merger: *fusion*

owner: *propriétaire*

partnership: *partenariat*

pass-through taxation: *exonération*

de taxe

promotion path, career path: *plan de carrière*

registered files: *dossiers immatriculés au registre du commerce*

stock exchange: *la bourse*

subsidies: *subventions*

support: *soutien*

team spirit: *esprit d'équipe*

voluntary liquidation: *liquidation conventionnelle*

• Verbes

abide by: *se conformer à*

amend: *amender, modifier, rectifier*

be dissolved: *être dissoute*

blur: *brouiller*

chair: *présider*

go bankrupt: *faire faillite*

go into receivership: *être placé sous administration judiciaire*

go public: *entrer en Bourse*

grant: *donner, accorder (de l'argent)*

hinder: *empêcher*

lay out: *organiser, disposer*

merge: *fusionner*

provide: *fournir*

set up a company: *créer une société*

share: *partager*

streamline: *réduire*

...

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• Acronyms

LBO: leveraged buy out: *achat de l'entreprise par les salariés*

NDA: Non Disclosure Agreement: *Clause de confidentialité*

IPO: Initial Public Offering: *Introduction en Bourse*

RCS: immatriculée au RCS (registre de commerce des sociétés).

3 You've got talent in grammar

Aide-mémoire : Infinitif (to + V) ou gérondif (V-ing)

*They agree to **share** the profits and losses.* / Ils sont d'accord pour partager les profits et pertes.

*It means **choosing** the type of company one wants to create.* / Cela signifie **choisir** le type de société que l'on veut créer.

L'emploi de l'infinitif ou du gérondif dépend du sens du **verbe qui précède**.

- Après un verbe exprimant **un souhait, une volonté, une décision** orientés vers l'accomplissement d'une action (*want, agree, decide, persuade...*), on emploie **l'infinitif précédé de to**.
- Après un verbe qui exprime **un jugement, une opinion, un sentiment, un regard** sur une action ou un état (*mean, dislike, enjoy, forgive...*), on utilise le **gérondif (V-ing)**.
- Certains verbes peuvent être suivis, soit de l'infinitif, soit du gérondif. Le choix dépend du sens particulier que prend le verbe.

Exemples :

*Remember **to post** the letter.* / Pense à (n'oublie pas de) poster la lettre.

*I remember **posting** the letter.* / Je me rappelle avoir posté la lettre.

Notez que les **prépositions** (*for, on, without*, etc.) sont toujours suivies du **gérondif** :

*They join for the purpose of **executing** a particular business undertaking.*

... dans le but d'exécuter...

*They are responsible for **assisting** investors.*

... *without* **having** to invest a minimum amount.

Applications

1 Entraînez-vous en grammaire

1. Complétez en utilisant – si nécessaire avec des modifications – les mots ou groupes de mots entre parenthèses. Pour le verbe, vous aurez à choisir entre l'infinitif en *to* et la forme *V-ING*

1. He wants (the two companies) (merge).
2. Every year I have to complete a self-assessment tax return, and I can tell you that I don't like (do) that!
3. I'll try to persuade (them) (not) (go public).
4. We hope they'll manage (set up) their own company.
5. They hadn't planned on (have to pay) such heavy taxes.
6. We'll probably be allowed (deduct) our travel expenses.

2. Traduisez en anglais

1. Les propriétaires s'étaient mis d'accord pour investir en France parce que le gouvernement donne des subventions à condition de créer des emplois.
2. Cela voulait dire trouver des partenaires pour créer une joint-venture.
3. Ils apprécient les exonérations de taxe qu'offrent certains pays émergents pour développer leurs exportations.
4. Après l'analyse de leur croissance et de leurs résultats les investisseurs ont décidé d'introduire leur société en bourse.
5. Malheureusement le tribunal a choisi (*opt for*) de mettre la société en liquidation.
6. Malgré tous les efforts des parties prenantes cela signifie qu'ils licencient et ferment l'entreprise.

Corrigé

1. To ou V-ing

1. He wants the two companies to merge.
2. Every year I have to complete a self-assessment tax return, and I can tell you that I don't like doing that!
3. I'll try to persuade them not to go public.
4. We hope they'll manage to set up their own company.
5. They hadn't planned on having to pay... (*forme V-ing obligatoire après une préposition*).
6. We'll probably be allowed to deduct our travel expenses.

2. Traduction

1. The owners had agreed to invest in France because the government grants subsidies provided the company supplies jobs.
2. It meant finding partners to set up a joint venture.
3. They enjoy the tax exemptions offered by some emerging countries which need to develop their exports.
4. After analysing their growth and revenues the investors decided to go public.
5. Unfortunately the tribunal opted for dissolving the company.
6. Despite the efforts of stakeholders it means lay-offs and the company's liquidation.

2 Après lecture de ces deux documents, répondez en 220 mots et en anglais à la question suivante : What seem to be the advantages of setting up a business in France?

Doc 1. Setting Up in France according to IFA

A broad and varied **framework of support** has been set up in France in response to the needs of investors. This support depends on:

- the type of investment project (productive investment, research and development, innovation, training, etc.);
- the location of the investment project (priority development zones or non-priority zones); the type of company (large company or SME).

The French authorities support projects that entail:

- investment and job creation by large companies in economically disadvantaged regions and regions undergoing industrial redevelopment;
- business R&D projects;
- professional training programs for employees;
- job creation for defined populations;
- investment and job creation by SMEs in all parts of the country;
- protection of the environment.

State Aid is **granted** by the national government or regional and local authorities (regions, *départements* and municipalities), particularly in the form of **subsidies**, tax exemptions and tax credits. EU law requires that support is of an incentive nature and, as such, applications must be made before the project gets underway.

The Invest in France Agency will help you to identify precisely which forms of government support your project may be eligible to receive and to help you prepare your application.

Doc 2. Establishing a Business in France

France is the world's second largest recipient of foreign investment. In all, some 23,000 foreign companies are already doing business in the country. And unlike certain other countries, in France the rules, regulations, rights, obligations and available State Aid are the same for all companies whether they are French or not.

Foreign investment in France is free of any administrative restrictions. Investors are able to buy or rent property, acquire French companies or create their own legal entity, without having to invest a minimum amount or create a minimum number of jobs. The selected legal structure may be implemented on a temporary or permanent basis without running any legal risks and investors are also free **to amend** their plans once they have been submitted, subject to some simple and inexpensive procedures.

Administrative formalities have been **streamlined** considerably and the lead-time for setting up a business in France is now among the shortest in the world. The possibility of completing all the required formalities online has been operating for several years, making it possible to register a company in a matter of hours. Nearly one million companies have been set up over the past three years.

There are no administrative restrictions on foreign investment in France, although **mandatory** declarations or permits are required in some cases (see “In detail” section below) (Source IFA)

Doc 3. Tim Horton-Mastin Managing Director France, Sales & Marketing, FedEx France

Why did you choose to settle in France?

One of the main reasons for us settling in this area is France's proximity to over 450 million potential consumers and its importance as an economy in its own right, as it exists on its own.

There are a number of different reasons which motivated our choice for France. Notably, it is the air, road and rail networks here in the Ile de France region. With air, we have Charles de Gaulle Airport (CDG Airport); with the rail network, we have the high speed train network, which is very performant; and we also have the motorway network, which allows us access to all the different markets in close proximity to France.

Corrigé

These three documents convey the same message, stressing the advantages of setting up a business in France. The French authorities abiding by European laws and enforcing them offer real State Aids to investors in the form of subsidies, tax exemptions, tax credits, all the more so when large-sized companies invest in economically disadvantaged areas. European law insists on the fact that the State should help with the investment before the project goes underway.

Fed Ex, the Canadian-based company settled in Ile de France because France enjoys an excellent geographical location open to a wide European market of 450 million potential customers. The second reason for choosing France is its excellent infrastructure, enabling fast and easy transportation : Roissy Airport, very good motorways, railways. Another asset is the high-speed train which will help them create a multi-modal network.

As a Canadian company Fed Ex was able to settle in France in the same way as a French company since French laws apply the same rules to any investor whether French or foreign. Other incentives can attract foreign firms such as very little red tape, no minimum investment required and necessity to offer a minimum of job creations, flexible structures and very little time necessary to set up any company (from a few hours to a few days). To put it in a nutshell, France seems the perfect place for investors. (228 words.)

- Key concept
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

a. Definition

Firms, especially medium and large-sized companies need to find an organisation which will be the key to profitability and success. Most firms have an organisation chart laying out positions from top jobs to rank and file, helping partners understand their role and place in the company.

Large-sized companies have charts for their various departments. Charts can also explain various processes within the company organisation.

Companies nowadays have to take into account the rise of **knowledge-based economy** as a major factor of growth and performance in their organisation and strategies.

b. Major dates

- **1901:** Henry **Gantt** introduced the first graph named Gantt's chart, a visual tool to show how a project builds up, a true innovation at the time.
- **1911:** Frederick Winslow **Taylor** introduced the principles of **scientific management**.
- **1916:** Henry **Fayol** published his book 'Administration industrielle et générale' one of the very first management theories.
- **1919:** **Sloan** introduced new management methods for General Motors creating divisions that had to be autonomous and monitored according to return on investment. Accounting, finance and advertising functions had to remain centralised. General Management was to focus on general strategy.
- **1923:** **General Motors** established monthly flexible budgets and short-term demand forecast.
- **1947:** Lawrence **Miles** created the system of value analysis.
- **1957:** **The Pert method** (Programme Evaluation and Review Technique) was created.
- **1965:** Professor **Anthony** defined management control systems.

2 Frequently asked questions

■ What are the 4 most common types of organisation?

Hierarchical or tall organisation:

It has a pyramid shape, starting from chairman or CEO, down to **deputy manager**. It then goes down from layer to layer, each manager being in charge of a number of workers. Decisions are taken by top management and organisation is centralised.

Matrix (or project-based) organisation

It is centered on a task with project managers carrying out a definite project with a precise budget and a specific **deadline**. Conflicts may arise in the team concerning budgets and may also occur between top and project managers.

Flat Structure Organisation

Small-type organisations prefer that type of organisation which comprises few layers, facilitates communication and implies less **red tape**. However as some employees are **multi-skilled**, some roles may be difficult to define.

Network organisation

This is a new approach to organisation which has been implemented since the 1990s. Traditional vertical models became obsolete in a globalized world. Some companies suffered from the economic slump because they had not forecast the required organisational changes. A striking example of that lack of anticipation was General Motors whereas other companies like Apple, Danone, Dell, Calyx and Corolla managed to adjust to the new type of organization (cf. doc below).

That type of network organisation has been made possible thanks to new ICT technologies and the effort made by companies to develop innovation and adjust to a more flexible economic system whose growth is also now dependent on another factor, knowledge-based economy.

■ What is knowledge-based economy?

The OECD economies are increasingly based on knowledge and information. Knowledge is now recognised as the driver of productivity and economic growth, leading to a new focus on the role of information, technology and learning in economic performance. The term “*knowledge-based economy*” stems from this fuller recognition of the place of knowledge and technology in modern OECD economies.

The growing codification of knowledge and its transmission through communications and computer networks has led to the emerging “*information society*”. The need for workers to acquire a range of skills and to continuously adapt these skills underlies the “*learning economy*”.

Identifying “*best practices*” for the knowledge-based economy is a focal point of OECD work in the field of science, technology and industry. (Source OECD).

Vocabulary

• Adjectifs

lean: *maigre, pauvre*

multi-skilled: *polyvalent*

skilled: *qualifié*

temporary: *temporaire, provisoire, intérimaire*

untangible: *immatériel*

• Noms

account book: *livre de compte*

agreement: *contrat*

board of directors: *conseil d'administration*

boardroom: *salle de réunion du conseil d'administration*

branch: *succursale*

chairman: *président*

chief executive officer: *PDG*

chartered accountant: *expert comptable*

chief accountant: *chef comptable*

clerk: *employé de bureau*

deadline: *date butoir*

demise: *cession, transfert*

deputy director: *directeur adjoint*

deputy manager: *sous-directeur*

empowerment: *pouvoir confié, attribué*

executive: *cadre*

facilities: *installations*

flow chart: *organigramme*

fixed-term contract: *contrat à durée déterminée*

glass ceiling: *plafond de verre*

(GB) head office: *siège social*

(US) headquarters: *siège social*

hurdle: *obstacle*

knowledge-based economy: *économie de la connaissance*

learning-economy: *économie du savoir*

marketing manager: *directeur marketing*

manager: *directeur*

menial jobs: *postes subalternes*

multi-skilled: *polyvalent*

OST: *taylorime*

position: *poste / fonction*

premises: *locaux*

production unit: *unité de production*

purchasing manager: *directeur des achats*

senior executive: *cadre supérieur*

rank and file: *postes les moins élevés*

red tape: *paperasserie, formalités administratives*

skilled workers: *travailleurs qualifiés*

• • •

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subsidiary: *filiale*

temporary agency: *agence d'interim*

temporary worker ou temp: *intérimaire*

top jobs: *postes de haut vol, hautement qualifiés*

trainee: *stagiaire*

unskilled workers: *travailleurs non qualifiés*

warehouse: *entrepôt*

• Verbes

agree: *consentir, adhérer*

chair: *présider*

cope with: *faire face, venir à bout d'une difficulté*

downsize: *réduire les effectifs*

evolve: *évoluer, développer, se dérouler*

forecast (forecast, forecast): *prévoir*

hire, to take (took, taken) on: *embaucher*

implement: *mettre en place*

lay (laid, laid) off: *licencier*

make (made, made) redundant: *licencier*

revamp: *réorganiser, restructurer*

scale back: *réduire*

3 You've got talent in grammar

Aide-mémoire

Comment assembler des noms	
Nom + préposition + nom	There exist various types of companies It will be the key to success (= la clé du succès)
Nom + nom (nom composé)	A flow chart the department head
Nom's + nom (génitif)	each employee's role the company's structures last year's results

- Pour bien comprendre le sens d'un nom composé, revenez en arrière à partir du dernier nom : *the Copenhagen climate-change conference* = la réunion sur le changement climatique qui a eu lieu à Copenhague.
- N'abusez pas des noms composés. Évitez d'en inventer. Utilisez ceux que vous connaissez.
- La marque du génitif ('s) est utilisée surtout avec des noms qui désignent des personnes/ groupes de personnes, ou des animaux, ou des instruments/machines/etc, ou des périodes de temps. Après un s au pluriel, on met seulement ' : *the partners' decision*, « la décision des associés ».

Applications

1 Entraînez-vous en grammaire

1. Complétez avec la préposition qui convient (of, for, etc.)

1. We are going to send you the memorandum ... association.
2. They have much influence ... the environmental impact ... the organisation.
3. What is the reason ... their success?
4. He is open to suggestions ... environmental improvements.
5. Most staff (*la plus grande partie du personnel*) ... small organisations (38.7%) could be classed as "true green".
6. The firm has a good reputation ... providing quality services ... a reasonable price.
7. We need legal advice ... this problem.
8. I don't know the answer ... his question, but I'm sure the Head ... Marketing knows it.
9. It depends ... the type ... export you intend to develop.
10. The board ... directors is responsible ... the firm's strategy.

2. Associez deux à deux les éléments des deux colonnes pour former des noms composés, si nécessaire en le faisant précéder de *a/an* ou de *the* (*a flow chart*, *the department head*, etc.).

1. purchasing	a. contract
2. promotion	b. unit
3. fixed-term	c. path
4. stock	d. company
5. board	e. spirit
6. production	f. room
7. pass-through	g. taxation
8. firm	h. loyalty
9. start-up	i. exchange
10. team	j. manager

3. À partir des expressions données, retrouvez les expressions correspondantes formées avec un génitif

1. the debts of our company
2. the salary of the chief accountant
3. the profile of their team coordinator
4. the responsibility of the owners
5. the manager of that branch
6. the decision made by the CEO
7. the expansion of that production unit
8. the policy of the Board of Directors

4. Traduisez en anglais. (Dans certains cas, vous aurez le choix entre deux constructions possibles pour assembler des noms.)

1. Nous avons rencontré le nouveau directeur du marketing.
2. Vous devriez consulter l'organigramme de la société.
3. Le rôle de chaque employé est défini de façon claire.
4. Les besoins des clients peuvent changer d'une année à l'autre.
5. Il y a deux ans, le département marketing a fait une enquête (*survey*) d'opinion sur les raisons du succès de ce produit.
6. Ce sont toutes des sociétés à responsabilité limitée de dimension moyenne.
7. Je crois qu'ils ont trouvé la clé du succès.
8. Vous trouverez son nom dans l'une des cases inférieures de l'organigramme.
9. Ce graphique vous montre les résultats de l'an dernier.

Corrigé

1. *Of, for, etc.*

1. We are going to send you the memorandum *of* association.
2. They have much influence *on* the environmental impact *of* the organisation.
3. What is the reason *for* their success?
4. He is open to suggestions *about* environmental improvements.
5. Most staff *in* small organisations (38.7%) could be classed as "true green".
6. The firm has a good reputation *for* providing quality services *at* a reasonable price.
7. We need legal advice *on* this problem.
8. I don't know the answer *to* his question, but I'm sure the Head *of* Marketing knows it.
9. It depends *on* the type *of* export you intend to develop.
10. The board *of* directors is responsible *for* the firm's strategy.

2. Mots composés

1. the purchasing manager.
2. the board room.
3. a fixed-term contract.
4. a production unit.
5. a promotion path.
6. pass-through taxation.
7. team spirit.
8. the stock exchange.
9. firm loyalty.
10. a start-up company.

3. Expressions avec génitif

1. Our company's debts.
2. The chief accountant's salary.
3. Their team coordinator's profile.
4. That branch's manager.
5. The CEO's decision.
6. That production unit's expansion.
7. The Board of Directors' policy.

4. Traduction

1. We met the new Marketing manager.
2. You should consult the company chart.
3. Each employee's role / the role of each employee is defined clearly.
4. Customers' needs / the needs of customers can change from one year to the next.
5. Two years ago the marketing department carried out a survey on the reasons for the success of that product.
6. They're all medium-sized Private Limited Companies.
7. I think they found the key to success.
8. You will find his name in one of the bottom boxes of the company chart.
9. This graph shows last year's results.

2 Résumer le document suivant en anglais et en 150 mots.

Reforming the traditional organization : the mandate for developing networks. Business Horizons, 1994. D. Cravens, S. Shipp, K. Cravens organizations.

"The network is the paradigm" says John Sculley (1992). Large, bureaucratic organizations have real problems trying to respond to rapidly changing markets and products fueled by new technology and shifting customer preferences. Western Union's inability to cope with the rapid technology-driven changes in the telecommunications industry is illustrative.

Deciding how to reform the traditional organization or guide the development of a new entrepreneurial unit is a complex challenge. The general model that is evolving is a network of corporate units, independent organizations, and entrepreneurs. Examples include Apple Computers (personal computers), Calyx & Corolla (flowers by mail), Dell Computer (mail order computers). It is not surprising that most of these new organization forms were conceived and launched by entrepreneurs. The vertically integrated, hierarchically organized corporation finds major hurdles in shifting to the network paradigm. Transformation means fewer people on the corporate payroll, different management challenges, drastic cultural changes, and collaborative relationships with other firms, including competitors. Nevertheless, several large companies are successfully transforming themselves to more flexible and adaptive organization forms.

Traditional corporate giants are implementing vertical disaggregation strategies in making the transition to network organization forms. Though the flattening of the hierarchy is one characteristic of the reformed organization, the process is more complex than simply eliminating layers of management and adopting worker empowerment processes. Boeing, the leading producer of large commercial aircraft, has a global network of research and development and manufacturing partners. Some observers expect IBM to begin to create a network of entrepreneurial units. The new organization forms are lean, flexible, adaptive, and responsive to customer needs and market requirements. Their key feature is understanding customer needs and offering value to their customers.

The pressures created by environmental complexity and risk, coupled with the escalating demands for skills and resources, are important drivers of change. First, we examine how these forces are creating pressures to reform the traditional organization. Next, the major forms of network organizations are described and their characteristics highlighted. The article concludes with a look at several strategy implications of reforming the traditional organization.

Drivers of organizational change

Calyx & Corolla (C&C) is an interesting example of the network organization. (...) C&C typifies the importance of information systems in managing these new organizational forms. Technology is its key success factor, involving innovations in supply and distribution networks and in keeping in touch with customers. The result is high customer value at reasonable prices. Though only a few years old, C&C's sales are increasing at a double-digit annual rate.

While information power is the enabling basis that makes organizational change possible, two major forces create the urgency for change : (1) environmental complexity and risk, and (2) the skill and resource gaps of individual companies.

Environmental Complexity and Risk

The Western Union Corporation management failed to develop a strategy for coping with the rapidly changing telecommunications industry. The escalating growth in the use of fax technology was the final event in the demise of Western Union. The rapidly changing environment is characterized by the blurring of market boundaries, escalating customer diversity, and an increasingly borderless world that interconnects and affects companies and economies.

Adapted from BSNET © 2010 CBS Interactive Inc. All rights reserved.

Corrigé

Large-sized companies are turning their former hierarchical organisation into more flexible models as the latter don't react quickly enough to rapid changing global markets. They reorganize into « a network of corporate units, independent organisation and entrepreneurs ». Advance in information technology and newer consumers' demands add up to the complexity of that new corporate challenge.

Some companies were able to jump on the bandwagon but others lacked foresight and failed to adjust. Entrepreneurs initiated these shifts generating major management mutations including downsizing, more collaboration with partners or even former competitors and corporate cultural changes. They are designed to better understand consumers' needs and offer them better value. Firms are also coerced by complex environment and risks added to the insufficiency individual companies may have in terms of skills and ressources.

To succeed in an interconnected world, companies will undoubtedly have to confront these new challenges and the eventual upheavals these new organisation rules may raise. (154 words.)

- Key concept
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

Companies' partners are **multifold** and play a major part in their success and growth whether internally or externally: owners, shareholders, stakeholders.

2 Frequently asked questions

■ *Who are they?*

- **Owners** are the proprietors of the company
- **Shareholders** : Corporations are accountable to share or stock owners in terms of company profit. They receive dividends or equity (the difference between liabilities and assets = net worth) on the company's profit. The General Assembly Annual Meeting gathers all shareholders once a year to analyze business performance.
- **Stakeholders** : Anyone involved with the company: shareholders, employees, customers (including banks), **peer companies**, NGO's, the media or local and national communities. They have been playing a much greater part in influencing companies' decisions on innovation, strategy and process.
OECD recognizes "The Role of Stakeholders in Corporate Governance".
The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises. (OECD 2004).
- **Workers** : Companies provide jobs for a country workforce. Their profit and success rely on labour working conditions, training, skills, motivation and commitment to the company.

■ *Who are its other partners?*

- **Banks** : First, any company whether very small or large is required by law to open a bank account.
Secondly banks provide **loans** and financial services. Setting up a company implies taking risks and banks may take that risk and choose to invest and assist companies at the beginning, or later if needed in providing **cashflow**.
- **Suppliers or vendors** provide parts or services that the company needs to produce its own goods.
- **Clients**: Firms have to be very careful in retaining **loyal** clients.
- **The State** : Companies activities are subject to state laws. According to the kind of national economics either market-oriented or socialized the state plays a different part. The state can own companies shares and help companies with exceptional subsidies during a crisis (cf. George Stigler).

■ *What did the EU Lisbon strategy implement in terms of employment?*

Most aspects of employment policy remain a matter for national governments, although the EU has made employment a high priority through the EU Lisbon strategy for jobs and growth.

A key part of the Lisbon Strategy is the European Employment Strategy (EES) which aims to create sustainable labour markets and make “more and better jobs”. The Lisbon strategy, itself, aims to create a robust economy and job creation balanced with sustainable development and social inclusion. (Source LGA) info@lga.gov.uk

■ *What is the Mutual Recognition Directive?*

Any member of the European Union may work in any member state, taking a test to understand national legal obligations. Chartered accountants can use their own national title but they are not allowed to take their host country title.

Within the EEA, only the UK and Ireland have bodies that issue the Chartered Accountant title (Source : prospects the UK’s official graduate careers website).

■ *How are companies taxed?*

Companies pay taxes to the tax office. The owner’s income is taxed as a personal income tax. Companies’ taxes depend on their **turnover** and legal structure. Tax rates vary in function of who owns capital. When the company’s capital belongs to its owners only, tax goes from 15% for profits up to 38,120 euros and reaches 33% for higher profits. If the owners did not invest the whole capital the rate is 33%.

Tax returns should be made within three months of the close of accounts or 30th April each year.

■ **Are companies activities controlled or regulated?**

Works councils, trade unions, chartered accountants, audits, shareholders and stakeholders can play their part. Companies have also engaged in Corporate Social responsibility (CSR) programmes in charge of addressing sustainability, working practice and environmental issues.

Trade Unions

Labour unions started in Europe. Trade Unions were decriminalised in France in 1864. In England the Trade Union Congress (TUC) was founded in 1867. In France collective agreements were allowed in 1919. In 1946 workers were granted the right to strike.

Trade unions defend workers' social rights within the company and on a national scale. They relay information and as representatives of their industry can sign with their government or their chairman **collective agreements** that regulate working conditions. The French unions manage health care insurance, family allowances, and welfare benefits together with employers' organisations. With the series of economical crises of the last 30 years, trade union membership dropped dramatically (abridged and translated from: service-public.fr).

Winning Equal Pay: the value of women's work is part of The Union Makes Us Strong website and is a partnership initiative between London Metropolitan University and the Trades Union Congress to record the long campaign to achieve equal pay for women.

The works council

The works council in France represents the interests of employees towards their employers, assesses suggestions put forward by employees, and passes them on to the employer. The works council shall monitor, among other things, that the laws, decrees, accident prevention regulations, collective wage agreements concluded, and works-wide agreements are all observed.

Chartered accountants

Accountants organized themselves as a professional body of **chartered accountants** in Great Britain in 1854. They work in every sector of industry either public or private and can work within the company if it is a large corporation. They provide two kinds of help:

- information (financial reporting, taxation, auditing, corporate finance, business recovery and **insolvency**, or accounting systems and processes);
 - professional **advice** to maximise their clients social strategy and profitability.
- They also give advice on information systems and legal aspects.

Statutory auditors

In France they are appointed by the shareholders for six years, recommended by the Board of directors and give the final imprimatur to the annual financial statements. In England they are appointed for one year only.

Vocabulary• **Adjectif**

loyal: *fidèle*

• **Noms**

advice: *avis, conseil*

annual audit: *révision des comptes annuels*

business recovery: *reprise de l'activité*

cashflow: *flux de trésorerie*

chartered accountant: *expert comptable*

collective agreement: *convention collective*

disclosure: *révélation*

entrepreneurship: *entreprenariat*

equity: *équité*

forensic accounting: *comptabilité légale*

general assembly meeting: *assemblée générale annuelle*

income: *revenu*

insight: *perspicacité*

insolvency: *insolvabilité*

loan: *prêt*

mitigation: *réduction, atténuation,*

multifold: *multiple*

partner: *partenaire*

peer companies: *entreprise dans le même secteur d'activités*

shareholder: *actionnaire*

scale: *échelle (économie d'échelle)*

skills audit: *bilan de compétences*

stakeholder: *partie prenante*

statutory auditor: *commissaire aux comptes*

supplier: *fournisseur*

supply chain: *chaîne d'approvisionnement*

target: *cible, objectif*

trade union: *syndicat*

turnover: *chiffre d'affaires*

trust: *confiance*

works council: *comité d'entreprise*

• **Verbes**

advise: *conseiller*

be accountable: *être responsable*

be appointed: *être nommé*

gather: *se réunir*

leverage: *avoir prise sur*



...

liaise: *effectuer la liaison*outreach: *tendre la main*provide: *fournir*relay: *relayer*rely on: *s'appuyer sur, dépendre de*set targets: *établir des objectifs*supply: *fournir*

• Acronymes

EES: European Employment Strategy

NGO: Non Governmental Organisation

ONG: *Organisation Non Gouvernementale*

3 You've got talent in grammar

Aide-mémoire : Capacité / permission / obligation

Ces notions peuvent être exprimées par des **modaux** (notamment **can / could, may / might** et **must**) ou par des expressions comme **be able to** ou **have to**. Les modaux n'existent qu'au présent (sans **-s** à la 3^e personne du singulier) ou au prétérit : ils n'ont pas d'infinitif, pas de participe passé, etc. Ils sont suivis d'un infinitif sans **to** :

*No company **can work** without clients.* / Aucune société ne peut fonctionner sans clients.

Rappel : la forme négative de **can** est **cannot** (en un seul mot).

- La **capacité** (= être capable de) peut être exprimée par **can** (exemple ci-dessus) ou par son prétérit **could** :

*He said he **could** deliver the goods rapidly.* « Il a dit qu'il pouvait livrer la marchandise rapidement.

ou par l'expression **be able to**, en particulier pour une capacité située dans le futur :

*He **will be able to** deliver the goods tomorrow.* Il pourra livrer la marchandise demain.

- La **permission** peut être exprimée par **can / could** :

*The state **can** own companies shares.* L'État peut posséder des actions,

ou (dans un style formel) par **may**

*Any member of the european Union **may** work in any member state.* Tout membre de l'Union européenne peut travailler dans n'importe quel État membre,

ou par l'expression **be allowed to**

*You **will not be allowed to** work in the USA.* Vous ne pourrez pas travailler aux États-Unis.

- L'**obligation** peut être exprimée (dans un style formel) par le modal **must** :

*Firms **must** be very careful,* Les entreprises doivent être très prudentes,

qui exprime une opinion personnelle, ou (plus couramment) par l'expression **have to** :

*Firms **have to** be very careful.*

Applications

1 Entraînez-vous en grammaire

1. Complétez en utilisant, à la forme positive ou négative, soit l'un des modaux *can/could* ou *may/might*, soit l'une des expressions *be able to* ou *be allowed to*

Rappelez-vous qu'un modal ne peut être précédé ni de *will* ni de *to*.

1. The company has invested heavily in equipment, so it ... now increase its production.
2. The state ... own a part or the whole of the capital of a company.
3. Before his country joined the European Union he (not)... take up a job in Germany, but now he....
4. You ... measure employee satisfaction by conducting an opinion survey.
5. They have been refused that loan (*prêt*). So they (not) ... build a new production unit next year.

2. Complétez en utilisant soit le modal *must*, soit l'expression *have to*

Rappelez-vous qu'un modal ne peut être précédé ni de *will* ni de *to*.

1. Before taking on a new business partner, we ... check his reliability.
2. The General Assembly annual meeting ... be held at least once a year.
3. A chartered accountant often ... to perform tests to check financial information.
4. So, you want to set up a company next year. Remember : you ... open a bank account.
5. Companies activities ... be in conformity with state laws.

3. Traduisez en anglais

1. Si les entreprises sont subventionnées par l'État, elles doivent offrir du travail dans leur région d'accueil
2. Les multinationales devront suivre les recommandations des Nations Unies de publier un rapport sur leur RSE.
3. Les entreprises pouvaient prendre des parts de marchés dans des compagnies locales jusqu'à ce que le gouvernement s'y oppose par protectionnisme.
4. Créer une entreprise peut entraîner des risques financiers.
5. Certaines sources gouvernementales disent que le traité de Lisbonne pourra renforcer l'économie et créer des emplois.
6. N'importe quel citoyen de l'UE pourra travailler dans l'État européen de son choix.

Corrigé

1. *Can/could, may/might ou be able to, be allowed to*

1. The company has invested heavily in equipment, so it *can* now increase its production.
2. The State can own a part or the whole of the capital of a company. (*can/may/is allowed to*)
3. Before his country joined the European Union he *could* take up a job in Germany, but now he *can*.
4. You *can* measure employee satisfaction by conducting an opinion survey.
5. They have been refused that loan. So they *will not be able to* build a new production unit next year.

2. *Must ou have to*

1. Before taking on a new business partner, we *must /have to* check his reliability.
2. The General Assembly annual meeting *must/has to* be held at least once a year.
3. A chartered accountant often *has to* perform tests to check financial information.
4. So, you want to set up a company next year. Remember: you *will have to* open a bank account.
5. Companies activities *must/ have to* be in conformity with state laws.

3. Traduction

1. If companies are state-subsidized, they must provide jobs for their host countries.
2. Multinationals will have to abide by UN recommendations to publish a RSE report.
3. Companies could take market shares in local companies until the government opposed it by implementing protectionist laws.
4. Setting up a company may entail financial risks.
5. Some governments sources say that the Lisbon treaty will be able to boost economy and provide jobs.
6. Any EU member will be allowed to work in any EU member state.

2 Note de synthèse des deux documents suivants, en français et en 250 mots.

Doc 1. Nike's stakeholder Engagement and Report Reviews

Our stakeholders help us **prioritize** key issues and develop our corporate responsibility policies. We find that constructive engagement with stakeholders is most often the approach that brings about the best **insight** to the challenges we all have an interest in addressing.

Why do we engage? We learned early on in our corporate responsibility journey the dangers of not engaging, not listening. Today, we see engagement with multiple stakeholders as a key enabler of both risk **mitigation** and innovation.

As a consequence, Nike engages with a broad range of stakeholders including civil society, industry, government, consumers and shareholders. We do this informally, through networks and organizations that we participate in, or are members of, and as a structured part of our outreach strategies on issues and challenges. We also do this through our formal partnership work.

We believe that developing and refining skills of listening and sensing are critical to a company's success.

Tapping social media, we have begun to **leverage** digital platforms and partnerships to enable and incorporate the wisdom of the crowds in a variety of areas.

Feedback on Reporting

NIKE, Inc. first held a formal multi-stakeholder forum in February 2004.

In December 2007, 13 participants met with Nike leadership to discuss themes including supply chain, public policy, **disclosure** and engaging consumers. They also encouraged the company to focus on target setting. Feedback from the session helped Nike establish long-term energy and climate targets.

Abridged from <http://www.nikebiz.com/crreport>

Doc 2. GSK Stakeholder engagement 2009 report (Glaxo Smith Kline is a pharmaceutical company)

Stakeholder engagement and dialogue enables us to connect with the views and opinions of the societies in which we operate. It helps us identify important issues and shape our responses in the interest of our shareholders and wider society.

Regular engagement means we are better informed of emerging and current issues and changing societal expectations. It provides an opportunity for us to voice our approach to responsibility issues, obtain important feedback and build **trust**.

Most of this discussion takes place in the normal course of business. For example, our scientists regularly meet academics, researchers and other pharmaceutical companies through advisory boards and medical conferences.

We buy goods and services from around 90,000 suppliers. Our supply chain is complex.

How we engage

We engage with healthcare professionals in many ways, including through our sales representatives and when running clinical trials.

GSK researchers and scientists meet patients as part of our 'Focus on the Patient' initiative. This engagement influences our understanding of diseases and our research priorities.

We engage in debate on legislation and seek to influence policy decisions that affect GSK.

We engage with healthcare providers through our government affairs, marketing and access to medicines activities.

We meet regularly with investors and socially responsible investors.

We seek feedback from our employees through regular surveys, consult them on changes that affect them and discuss business developments through regional and national consultation forums.

Our interactions with local communities are managed by individual GSK sites.

We engage with international and local NGOs through our access, education and public health programmes, and as part of our public policy work.

We also engage regularly with animal welfare organisations.

We hold global and regional supplier review meetings where senior GSK managers address and interact with suppliers on key issues.

We engage with peer companies through membership of pharmaceutical industry organisations, for example EFPIA, PhRMA, and IFPMA, and through collaboration on specific projects.

Abridged from <http://www.gsk.com>

Corrigé

La comparaison de ces deux documents émanant de NIKE et GSK permet de constater leurs similarités en dépit de la différence de secteur d'activité.

Ces deux multinationales appliquent les mêmes règles de responsabilité sociale envers leurs parties prenantes. Ceci peut s'expliquer par leur constat commun : la nécessité d'écoute et de dialogue. Toutes deux ont pris conscience que leur engagement envers leurs partenaires permettait, d'une part, de diminuer les risques tant financiers qu'humains et, d'autre part, de définir ensemble des problématiques et des buts communs.

Pour y parvenir, elles ont mis en place des réunions informelles et formelles. Nike a pu ainsi établir des objectifs environnementaux et énergétiques.

Ces contacts fréquents en interne, réguliers en externe, qui ont aidé à développer l'innovation, s'appliquent également à leurs fournisseurs.

À ces réunions s'ajoutent des consultations avec les salariés. Nike a lancé un portail et des plates-formes d'échange sur le net ainsi que des partenariats. Tous les résultats de ces actions sont publiés dans leur rapport annuel.

Quant à GSK, leurs échanges tant avec leurs salariés qu'avec des patients leur ont apporté des réponses dans le cadre de leur recherche pharmaceutique, elle-même renforcée par leur dialogue et leur investissement auprès de la communauté scientifique.

L'engagement de ces deux multinationales répond à une demande de plus en plus forte de participation à leur stratégie et leur gouvernance afin d'obtenir davantage de productivité tout en essayant d'améliorer leur responsabilité sociale et environnementale. (236 mots.)

- Key concept
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

A function is task-oriented. It deals with accounting, marketing, supplying to produce financial reports, sales and manufacturing processes.

Three types of functions stand out:

- economic (accounting, marketing, supplying etc.),
- social (workforce),
- socially responsible (workforce rights, sustainability, fair trade, ethically responsible, environmentally friendly).

Charts provide a relevant snapshot of the companies' departments and functions.

2 Frequently asked questions

■ *Why set up a company?*

The first goal is the creation of wealth and making of **profit**.

■ *How can it achieve that goal?*

By producing goods and services.

■ *How can it produce?*

By first investing in a skilled labour force, then in equipment and by having solid industrial relations.

■ *How can a company grow?*

By raising its human and financial capital.

■ *What other goals does it pursue?*

Satisfy its wide range of **stakeholders** demands, from clients to shareholders, improve its employees well-being and in society at large, in implementing CSR reporting and **sustainability** programmes and promoting fairer ethical-minded businesses.

■ *What should it always be aware of?*

Competition, either domestic or international in order to remain a leader in its field.

■ *How can a company resist competition and keep its market shares?*

- **In benefiting** from high-quality relevant management.
- **In innovating.** A key department is Research and Development, especially for transnational companies so that they can better face greater and **tougher** competition.
- **In investing** in CSR (Corporate Social Responsibility). Most companies now choose to be more involved in fairer competition and a fairer way to manage their **workforce** (better working conditions, decent wages, no discrimination...).
- **In communicating** both internally and externally.

■ *Why is management such a major issue?*

Management is a **cornerstone** for the company strategy, which in turn impacts on its organisation and last but not least, on its workforce and environment.

It determines the firm's global and operational strategy and also human issues.

It must decide on the relevant kind of organisation either centralized or decentralized, thus opting for the style of management better-suited to **boost** the activities of the firm.

It is also responsible for the firm's human resources and engaging with all the company's partners.

■ *What is CSR?*

(Voir fiche 5)

CSR means Corporate Social Responsibility.

■ *What tools are applied to measure how companies all progress in CSR?*

According to the European Foundation for the Improvement of Living and Working Conditions, 2003.

These measuring tools concern:

- **People:** product and workforce **safety labour standards** and conditions on human rights and equal opportunity and access.

- **Environment:** local and global environmental quality and cleaner production processes and eco-efficiency in environmental technology.
- **Economics:**
 - sustainable enterprise development in community investment, education training and health;
 - implementing a reporting system according to GRI standards in delivering Triple Bottom Line reports.

■ *Social Responsibility Investing*

Managers' successes on specific goals based on the company's CSR vision are **measured** as on any other individual business objective:

- agree on the target, link individual performance and then adequately remunerate employees' performances ;
- measure employees' satisfaction.

■ *What is the triple bottom line?*

It concerns sustainability. Companies should be very concerned with their impact on their environment and engage in social, ethical and eco-friendly development.

Vocabulary

• Adjectifs

relevant: *pertinent*

tough: *dur, opiniâtre, difficile*

• Noms

accounting: *comptabilité*

better-suited: *mieux adapté*

commitment: *engagement*

cornerstone: *pierre angulaire*

corporate: *lié à l'entreprise*

engineering: *ingénierie*

company chart: *organigramme*

footprint: *empreinte*

injuries: *blessures*

marketing: *marketing*

profit: *bénéfices*

research and development: *recherche et développement*

safety standards: *normes de sécurité*

stakeholders: *parties prenantes*

supplier: *fournisseur*

sustainability: *développement durable*

triple bottom line: *triple bilan*

wealth: *richesse*

• Verbes

assess: *évaluer, estimer*

boost: *relancer, propulser*

...



impact: *avoir une influence*

initiate: *être à l'origine, initier*

innovate: *innover*

measure: *mesurer*

outsource: *externaliser*

recommend: *recommander*

rely on: *s'appuyer sur, avoir*

confiance, se fier à

remunerate: *rémunérer*

seek: *rechercher*

strive (strove, striven): *s'efforcer*

care: *prendre soin de*

include: *inclure*

3 You've got talent in grammar

Aide-mémoire : Exprimer le but ou la conséquence

1. On peut exprimer **le but** dans une subordonnée à l'infinitif introduite par **to / in order to / so as to** (pour, dans le but de, afin de) :

*They have been promoting the Safety Forum **(in order) to / so as to** stimulate safety initiatives.* / Ils ont promu le Forum de la sécurité pour / dans le but de stimuler les initiatives de sécurité.

2. On peut également exprimer le but dans une subordonnée introduite par **so (that)** :

*They have been promoting the Safety Forum **so (that) they can** stimulate safety initiatives.* / Ils ont promu le Forum de la sécurité pour pouvoir stimuler les initiatives de sécurité.

3. **So (that)** peut également être utilisé pour exprimer la **conséquence** :

*They have absorbed their main competitor, **so (that) they are now leaders in their field.*** (... de sorte que / si bien que...)

Applications

1 Entraînez-vous en grammaire

1. Reliez les deux propositions par *to / in order to / so as to* lorsque c'est possible, sinon par *so (that)*, de façon à exprimer le but ou le résultat dans la seconde proposition

1. (The firm intends to go public) (be able to raise more capital)
2. (Their external communication has improved dramatically) (their image in the public is now much better)
3. (The CEO wants the negotiations to be successful) (strong industrial relations can be established).
4. (They must increase their involvement in environment-friendly technologies and CSR) (leave a better economic footprint)
5. (They have taken drastic safety measures) (the injury rate is expected to fall by at least 50 per cent this year).

2. Traduisez en anglais

1. Une entreprise s'établit pour créer de la richesse, offrir des emplois et produire des biens et des services.
2. Le directeur de la communication a mis en place un réseau pour favoriser les échanges au sein de l'entreprise, éviter les malentendus et les rumeurs.
3. La gouvernance a demandé aux salariés de s'impliquer dans le réseau pour qu'elle puisse obtenir des informations plus pertinentes sur les récentes normes de conditions de sécurité.
4. Ils ont investi dans un matériel haut de gamme de façon à concurrencer plus efficacement leurs principaux rivaux sur ce segment du marché.
5. Pour mieux innover et beaucoup plus rapidement, le département Recherche et développement a engagé un nouvel ingénieur informatique.

Corrigé

1. Expression du but ou du résultat

1. to / in order to / so as to
2. so that
3. so that
4. to / in order to / so as to.
5. so that

2. Traduction

1. A company is set up in order to create wealth, provide jobs and produce goods and services.
2. The communication manager implemented a network to favour exchanges within the company, to avoid misunderstandings and rumours.
3. The Governance required employees to get involved in the network so that they could benefit from more pertinent information on the latest safety measures.
4. They invested in state of the art equipment so that they could compete / so as to compete much more efficiently with their rivals on that market segment.
5. In order to innovate better and much faster, the research and development department hired a new IT engineer.

2 Après lecture du document de la fiche 13 et du document ci-après, "DuPont Safety Award for British Sugar", rédigez, en anglais et en 150 mots la note de service suivante :

Suite à de nouveaux contrats internationaux et pour faire face à la concurrence, votre entreprise doit mettre en place une nouvelle organisation. Elle a donc décidé d'instaurer un système de réseau et veut également appliquer un programme de sécurité au travail pour ses employés philippins et vietnamiens par l'intermédiaire de ses cadres dirigeants. L'entreprise a décidé de développer son triple bilan. Le directeur général envoie une **note de service en anglais** à ses cadres pour leur faire part de la nouvelle stratégie organisationnelle mais leur demande également de l'aider à mettre en œuvre, pour les nouveaux cadres à l'étranger, le programme de sécurité déjà mis en place avec succès.

Doc : DuPont Safety Award for British Sugar

Dusseldorf, 4 November 2009 – British Sugar has been given the DuPont Safety Award 2009 in the **Innovative Approach category**. The leading supplier of sugars in the UK received the award for its company-wide personal safety initiative called Safety Performance Discussions.

The company initiated this programme of two-way confidential discussions on personal safety matters between line managers and team members. The initiative is conducted through a computer-based program whereby a number of predetermined safety questions, themes and topics are discussed, and action plans are developed. This approach, conceptualized and implemented by British Sugar employees, enables every employee, including seasonal, temporary and contractual staff, the opportunity for personal one-to-one meetings with their line manager. This initiative has contributed to demonstrable reduction in injury rates of over 70% during the last six years at British Sugar.(...)

"Health and Safety is of critical importance to our business and my vision is to eliminate all injuries. Safety Performance Discussions play a crucial part in this journey by providing a paperless process for feedback on our standards of behaviour. They have reduced our injuries by providing an open and honest forum for improvement," said Gino De Jaegher, Managing Director, British Sugar UK & Ireland.

Corrigé

From: Deputy manager

To: all line managers

As you are all aware our company's growth has driven us to open subsidiaries in Thailand. We have taken major decisions regarding our company's organisation which has now become too obsolete to face globalised competition and the development of knowledge-based economy. We will be setting up a network organisation better suited to meet our needs. I want to clearly state that this new organisation won't mean downsizing or layoffs. I want you to relay that information to all concerned under your supervision. We have also decided to further our efforts in improving sustainability programmes in East Asia.

Concerning our new line managers abroad we would like them to be part of our health and safety programmes. We need your cooperation to inform them on the way we conduct them through our computer-based programme. Your commitment definitely represents an asset for our company. We believe safety and social responsibility to be core business values. We thank you all for your future collaboration. (162 words.)

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Applications

1 Key concepts

Strategy is associated with policy, planning, projects, **blueprints**, creativity, responsibility, culture, vision and governance. In addition it is also used to organize, plan out, think ahead, innovate and perform. These words comprise the major **guidelines** of a company strategy. However there is no “one fits it all” strategy.

2 Frequently asked questions

■ *Where does the word come from?*

From two ancient greek words “*stratos*” (armée) et “*agos*” meaning to lead. The word has been in use for centuries and was first employed as a military term. The most famous treaty, written by a Chinese, Sun Tzu in 400 BC, was “The art of war”. Romans named territories “*strategia*”. In the nineteenth century Clausewitz wrote a major book on military strategy entitled “On war”.

■ *Why is the term used for companies?*

Firms involved in finding market shares in a highly-competitive environment need to adjust to a very dynamic and rapidly-changing globalized world. They live, grow and sometimes die when dealing with the **upswings** and **downswings** of an economy that may experience severe crises. They should therefore envisage future uncertainties, take risks, invest and adopt the most relevant strategies to achieve their goals. In other words they need clear thinking and a visionary approach.

■ *What is corporate culture?*

It refers to a company's values (financial, social, human), principles and its mission.

■ *Why is it necessary to understand a history and values?*

They are necessary to develop a coherent strategy.

■ *Why should a company have a "vision"?*

A company must envision long-term processes, imagine future goals and mission statements. It must clearly analyse its complex environment. Otherwise it may miss out on growth, new opportunities, lose clients or make wrong investments. It must also be aware of its **weaknesses** and **strengths** and know its allies and rivals in order to perform. Another issue is to share that vision with its employees thus creating within the company a **team spirit**, good industrial relations with suppliers and share it externally with all stakeholders in order to reach a common goal. That vision implies a deliberate strategy.

■ *Two kinds of strategies stand out:*

- corporate strategy defines the core value and decides on differentiation or specialization processes,
- business strategy which operates in each Business Unit (BU or SBU).

■ *Who outside its own corporate governance helps define a strategy?*

Auditors, chartered accountants, banks, stakeholders and class actions...

■ *What are SWOTs?*

They are tools defined by four Harvard researchers to help make a diagnosis on:

- S= Strengths
- W= Weaknesses

Both Strengths and Weaknesses apply to inward strategy whereas Opportunities and Threats refer to outward strategy.

- O= Opportunities
- T= Threats

■ *What are major strategic choices for Business Units?*

BU (Business Units) or SBU (Strategic Business Units) opt for a domineering strategy using cost and volume as leverage: selling the same product as a competitor at a lower price.

- A differentiation strategy: either aiming at state-of-the art expensive products (i-pads, Audi, BMW cars or at discount or low-cost products (discount stores, low-cost airlines..).
- A niche segment strategy: operating on a small profitable market but sometimes finding it difficult to grow.

■ *What means need to be implemented to each corporate or business strategy?*

In order to expand its activities locally or abroad, firms may need to find investors and decide whether to.

- open subsidiaries or
- subcontract and externalize its production
- find partnership
- operate with a network.

All these choices induce new management controls and introduce new information systems and supply chains.

■ *What is innovation?*

In order to help creativity some companies encourage art, humour, etc. Innovation is one of the key issues. The Research and Development department plays a major part in the process.

According to Business Week : “Today, innovation is about much more than new products. It is about reinventing business processes and building entirely new markets that meet untapped customer needs. More importantly, as the Internet and globalization widen the pool of new ideas, it is about selecting and executing the right ideas and bringing them to market in record time.(...) In the 1990s, innovation was about technology and control of quality and cost. Today, it is about taking corporate organizations built for efficiency and rewiring them for creativity and growth.”

■ *What does economy of scale mean?*

This term is used when production costs decrease as production volume increases. A company can **amortize** fixed costs by selling more, managing to lower average production costs.

■ *What is economic intelligence?*

“Organisations of all sizes and kinds are challenged by the needs of information management. Some larger enterprises have developed their approach to Economic Intelligence to meet this need. (...) Globalisation, the spread of information and communication technologies, the construction of formal and informal networks, the acceleration of economic change, the evolution of relationships between the makers of finished products and their suppliers, the introduction of Customer Relationship Management, and the shortening of product life cycles, among other things, has led to permanent changes in the day-to-day management of the enterprises” (EU Source: “Promotion of Innovation and Encouragement of Participation of SMEs”).

■ **What is Benchmarking?**

Benchmarking is a process by which a company compares its products and methods with those of the most successful companies in its field, in order to try to improve its own performance. (Collins dictionary.)

■ **Competitive Intelligence (CI)**

CI aimed more specifically at the analysis of information regarding business competitors. It is widely used by American companies.

Vocabulary

• Adjectifs

accurate: *exact, juste, précis*

grievous: *grave, affligeant*

hip: *branché, tendance*

loyal: *fidèle*

predictable: *prévisible*

untangible: *immatériel*

untapped: *non exploité*

weak: *faible*

wide: *large*

• Noms

benchmarking: *point de référence, repère*

blueprint: *plan, projet*

buy-out: *rachat,*

day-to-day: *au jour le jour*

deadline: *date butoir*

design: *dessein, projet, modèle*

economy of scale: *économie d'échelle*

goal: *but*

guideline: *ligne de conduite*

hip brand: *marque branchée*

leverage: *levier, force, puissance*

loyalty: *fidélité*

niche: *créneau*

odds: *forces supérieures*

quest: *quête, recherche*

scale: *échelle*

strength: *force*

subsidiaries: *filiales*

supply chain: *chaîne d'approvisionnement*

team spirit: *esprit d'équipe*

tools: *outils*

upswing: *progression, amélioration*

weakness: *faiblesse*

• Verbes

aim at: *viser, avoir pour but*

be willing to: *avoir la volonté de*

contrive: *concevoir, inventer*

convey: *transmettre, faire passer une image*

cope with: *faire face à, s'occuper de*

devise: *imaginer*

enhance: *rehausser, mettre en valeur*

envision: *envisager*

flaw: *endommager*

focus: *se concentrer*

...

...

gather: *collecter, réunir*lead (led, led): *mener, diriger*link: *relier*meet (met, met) a need: *répondre à la demande*miss out on: *manquer une occasion*monitor: *contrôler*opt for: *choisir*predict: *prévoir*shorten: *réduire*stress: *mettre l'accent sur, insister sur*subcontract: *sous-traiter*tap: *attaquer (un marché)*widen: *élargir*

• Acronymes

SWOT: Strengths, Weaknesses, Opportunities, Threats *forces, faiblesses, opportunités, menaces*

SMEs: Small and Medium Enterprises: *PME*

3 You've got talent in grammar

Aide-mémoire : Les constructions interrogatives

• Les constructions interrogatives (les questions) se forment obligatoirement avec un **auxiliaire**, c'est-à-dire avec **do/does/did** (pour le présent ou le prétérit simples), **have, be** ou un modal (**can, may, must, will ...**). L'auxiliaire se place avant le sujet :

Does the company need to expand its activities?

When did the boss take that decision?

Will they lose clients?

Cependant, on n'utilise pas **do/does/did** après un mot interrogatif qui est **sujet** de la phrase :

Who chooses the strategy?

Attention : n'imitiez pas les constructions françaises du type « Vous êtes d'accord ? » ou « Ils partent quand ? ». Dites / écrivez non pas *You agree?* ou *They are leaving when?*, mais **Do you agree?** ou **When are they leaving?**

Voici, dans des exemples, quelques mots et expressions interrogatifs à connaître :

Who did you meet? Qui avez-vous rencontré ?

What time are your visitors arriving? À quelle heure ils arrivent, vos visiteurs ?

How old is the CEO? Quel âge il a, le PDG ?

How often does the Board of Directors meet? Il se réunit tous les combien, le Conseil d'Administration ?

How long will the meeting last? Elle va durer combien, la réunion ?

How far is the station? Elle est loin, la gare ?

How many people were present at the meeting? Combien de personnes ont assisté à la réunion ?

How much money will be put into the project? Quelle somme d'argent sera mise dans le projet ?

• Quand le verbe se construit avec une préposition, cette dernière est généralement placée en position finale :

*What did the customers **complain about**?* De quoi se sont plaints les clients ?

Applications

1 Entraînez-vous en grammaire

1. Supposant que les affirmations ou négations ci-après sont douteuses, posez, pour chacune d'entre elles, une question 'Yes/No' destinée à la vérifier

1. These firms need to adjust to a highly-competitive environment.
2. They'll make the wrong buy-outs.
3. We have to create a team spirit within the company.
4. The company should have decided to externalize its production.
5. Last year, production cost decreased.
6. There's a good reason for finding new partners.
7. They could lower average production cost.
8. I've never been to the States.

2. À quelle question chacune des phrases suivantes répond-elle? (Pour les questions à mot interrogatif, les éléments sur lesquels porte la question sont en gras)

1. She (= the Head of Marketing) **earns \$120,000 a year.**
2. Banks open **at half past nine.**
3. No, I haven't done **this kind of work** before.
4. I've been working with them **for two years.**
5. It (= the meeting) began **at 2 pm.**
6. I check them (= these accounts) **every two weeks.**
7. It (= the company) will **miss out on growth.**
8. They want to develop **brand loyalty.**

3. Traduisez en anglais

1. Combien d'entreprises utiliseront le cloud computing dans 5 ans?
2. Pourquoi les entreprises développent-elles des systèmes d'organisation en réseau?
3. Comment une société peut-elle amortir son matériel?
4. Tous les combien le président réunit-il les directeurs adjoints?
5. Quel serveur d'accès utilisez-vous?
6. Qui décide de la stratégie marketing?
7. Quand Apple a-t-il lancé le premier Mac portable?
8. Combien de fois le responsable de l'export est-il allé en Thaïlande cette année?
9. Qui aide la gouvernance de l'entreprise à minimiser les risques?
10. Combien de filiales à l'étranger possède cette multinationale?

Corrigé

1. Questions de vérification

1. Do these firms need to adjust to a highly-competitive environment?
2. Will they make wrong buy-outs?
3. Do we have to create a team spirit within our company?
4. Should the company have decided to externalize its production?
5. Did production cost decrease last year?
6. Is there a good reason for finding new partners?
7. Could they lower average production costs?
8. Have you ever been to the States?

2. Questions aux réponses

1. How much does she earn?
2. What time do banks open?
3. Have you done this kind of job before?
4. How long have you been working with them?
5. What time did the meeting begin?
6. How often do you check these accounts?
7. What will the company miss out on?
8. What do they want to develop?

3. Traduction

1. How many companies will be using cloud computing in five years from now?
2. Why are firms developing network organisation systems?
3. How can a company amortize its equipment?
4. How often does the CEO meet his deputy managers?
5. What service provider do you use?
6. Who decides on the marketing strategy?
7. When did Apple launch its first Mac laptop?
8. How many times did the export manager go to Thailand this year?
9. Who helps the corporate governance to minimize risks?
10. How many subsidiaries does this multi-national own abroad?

2 Répondre à la question suivante en anglais et en 200 mots : What should managers do to be better strategist?

Companies cannot achieve superior and lasting business performance simply by following a specific set of steps. Feb 2007 Phil Rosenzweig

The **quest** of every high-quality corporate executive is to find the keys to superior performance. (..) Staying at the top—given intense competition, rapidly changing technology, and shifting global forces—is even more difficult. Executives are under enormous pressure to deliver profitable growth and high returns for their shareholders (..) and constantly search for ways to achieve competitive advantage.

But many executives, despite their good intentions reach for books and articles that promise a reliable path to high performance.

(...)These books **convey** the **grievous** notion that business success follows predictably from implementing a few key steps. (...)Authors obscure a more basic truth—namely, that in the business world success is the result of decisions made under conditions of uncertainty and shaped in part by factors outside our control.

Indeed, the capacity for critical thinking is an important asset for any business strategist—to discard the delusions.(...)

Company performance, good or bad, creates an **overall** impression—a halo—that shapes how we perceive its strategy, leaders, employees, culture, and other elements.(..)

Following a given formula can't ensure high performance, and for a simple reason: in a competitive market economy, performance is fundamentally relative, not absolute. Success and failure depend not only on a company's actions but also on those of its rivals. A company can improve its operations in many ways—and more—but if rivals improve at a faster rate, its performance may suffer.

High performance comes from doing things better than rivals can, which means that managers have to take risks. Some elements of business performance are beyond our control, yet it is an essential concept that clear-thinking executives must grasp.

The halo effect leads to a second misconception about the performance of companies: that they can achieve enduring success in a predictable way.

(...)What makes strategic decision making so difficult, and therefore so valuable to companies, is precisely that there are no guaranteed keys to success.

Business executives should recognize the fundamental uncertainty of the business world. Managers want to believe that their business world is predictable, that specific actions will lead to certain outcomes. Yet strategic choice is inevitably an exercise in decision making under uncertainty.

Their objective is to improve the **odds** through a thoughtful consideration of factors : outside the company industry forces, customer trends, and the intentions of competitors. Others are internal—capabilities, resources, and risk preferences.

The goal should be gathering accurate information and subjecting it to careful scrutiny in order to improve the odds of success.

Yet the fact that a given choice didn't turn out well doesn't always mean it was a mistake.

Therefore it's important to examine the decision process itself and not just the outcome.

Had the right information been gathered or had some important data been overlooked?

Were the assumptions reasonable or were they **flawed**? Were calculations **accurate** or had there been errors? Had the full set of eventualities been identified and their impact estimated? Had the company's strategic position and risk preference been considered properly?

Good decisions avoid the halo **bestowed** by performance and insist on independent evidence.

The task of strategic leadership is to **gather** appropriate information, evaluate it thoughtfully, and make choices that provide the best chance for the company to succeed, all the while recognizing the fundamental nature of business uncertainty. Paradoxically, a sober understanding of this risk—along with an appreciation of the relative nature of performance and the general tendency for performance to regress—may offer the best basis for guiding effective decisions.

Phil Rosenzweig (professor of strategy and international management (at IMD, in Lausanne)

Adapted from *The Halo Effect...New York : Free Press, 2007.*

Corrigé

The article deals with the errors CEO should avoid in terms of strategic management to adopt the relevant strategy to achieve superior performance.

First we will list the mistakes and their causes and secondly focus on how to avoid them. One of the most common errors that managers make comes from their reliance on books promising to provide all the necessary steps to achieve performance. These books and the halo effect mislead their readers in making them believe that the depicted process will necessarily entail predictability. Unfortunately business is by definition unpredictable because of factors that escape any possible forecast.

Another cause of error comes from the so-called halo effect which provides a very subjective image of the company.

Performance is relative and not necessarily sustainable. If competition is stiffer and competitors better, company performance may decrease.

Are there any solutions? Managers must be aware of the delusion of the halo effect and analyze odds comprehensively. Critical thinking enables them to analyze processes more than outcomes, to check all aspects of decision-making processes on data analysis, calculations, strategic position, risk preference and so on.

Gathering relevant independent information, being clear-sighted on the uncertainty and relativity of performance could be the best guidelines and assets for strategic managers. (203 words.)

Analysis of companies' performances

17

- Key concepts
- Frequently asked questions
- Vocabulary
- You've got talent in grammar
- Application

1 Key concepts

Companies must report regularly and annually on their activities to their shareholders and partners and publish their results. Every year as enforced by law the Annual General Meeting gathers all involved to share companies' results. Their performance is analysed and measured through financial indicators by internal and external audits performed by chartered accountants, statutory auditors who must have open access to all the companies' documents.

These analysis help companies identify their failings or success to reach higher performance. Unfortunately at times they force them to close down.

Companies release financial statement that can be divided into 4 groups:

- balance sheets,
- income statements,
- cash flow statements show the exchange of money between the company and the outside world,
- statements of shareholders' equity: changes in the interests of the company's shareholders over time.

2 Frequently asked questions

■ *What is a balance sheet?*

It shows what the company owns and owes. In France on the left column one can read the assets and on the right the liabilities and shareholders' equity.

In English-speaking countries the lay-out is different. Assets are listed first, then liabilities and shareholders' equity at the bottom.

■ *What are assets?*

Everything that the company owns that has value. Value ranges from plants, equipment, lorries to trademarks and patents. They include cash and investments.

■ What are current assets, non current assets, fixed assets?

They are what can be converted in cash within one year.

Non-current assets represents what will not be turned in cash during the year or would take longer than a year to sell.

Fixed assets include all that is necessary to run a business: equipment, furniture, property and so forth.

■ What is EBITDA(R)?

Earnings Before Interest, Taxes, Depreciation, Amortization (and Rent). It is an approximate measure of a company's operating cash flow based on data from the company's income statement.

It is calculated by looking at earnings before the deduction of interest expenses, taxes, depreciation, amortization and rent. (Source: Investor words.com).

■ What are liabilities?

They comprise the money the company owes to others, borrowed money from a bank, owed to suppliers, rent, payroll, environmental clean-up costs taxes.

■ What is shareholders' equity also called capital or net worth?

It is the amount invested in the company's stock plus or minus the company's earnings since it was set up. When the company distributes earnings these are called dividends.

Shareholder's equity is the money that would be left if a company sold its assets and paid off its liabilities. It belongs to the owners and shareholders.

■ What is an income statement?

It shows how much money a company earned and spent over a specific time period (usually for a year or some portion of a year). The "bottom line" shows the company's net earnings or losses. It states how much the company earned or lost over the period.

■ What is a cash statement?

It reports on the company's inflows or outflows of cash. It tells if a company generated cash which is needed to pay expenses and purchases. (Abridged from SEC) For more information: <http://www.sec.gov/investor/pubs/begfinstmtguide.htm> US Security and Exchange commission.

Vocabulary

• Noms

accounts payable: <i>comptes fournisseurs</i>	earnings per share (in €): <i>bénéfice net par action (en €)</i>
accounts receivable: <i>créances clients</i>	expenses: <i>frais</i>
accounting books: <i>livre de comptes</i>	equity: <i>capitaux ou fonds propres</i>
accounting records: <i>documents comptables</i>	fixed assets: <i>immobilisations</i>
added value: <i>valeur ajoutée</i>	goodwill: <i>écart d'acquisition, réputation</i>
amortization: <i>amortissement</i>	gross income, gross margin: <i>marge bénéficiaire brute</i>
annual general meeting: <i>assemblée générale annuelle</i>	intangible fixed assets: <i>immobilisations incorporelles</i>
assets: <i>actifs</i>	inventory: <i>inventaire/ stock</i>
audit: <i>audit</i>	investment activities: <i>activités d'investissement</i>
balance sheet: <i>bilan</i>	interest earned, interest revenue: <i>intérêts créditeurs</i>
balance sheet consolidation: <i>bilan consolidé</i>	lay out: <i>présentation</i>
book loss: <i>perte comptable</i>	liability: <i>passif</i>
book profit: <i>profit comptable</i>	loan: <i>prêt</i>
book value: <i>valeur d'inventaire (comptable)</i>	loss: <i>perte</i>
break even point: <i>seuil de rentabilité</i>	management buy-out: <i>rachat de l'entreprise par les cadres</i>
bottom line: <i>résultat net</i>	leverage management buy out: <i>reprise d'une entreprise par les salariés</i>
cash flow: <i>flux de trésorerie</i>	net earning: <i>salaire net</i>
calculation: <i>calcul</i>	net income: <i>revenu net</i>
consolidated revenue: <i>chiffre d'affaires consolidé</i>	net income Group share : <i>Résultat net, part du groupe</i>
current assets: <i>actifs courants</i>	net worth: <i>valeur nette</i>
current liabilities: <i>passif courant</i>	net worth ratio: <i>coefficient de capital</i>
depreciation: <i>dépréciation</i>	operating activities: <i>activités d'exploitation</i>
earnings: <i>gain</i>	
dividend per share (in €): <i>dividende par action (en €)</i>	

...



operating expenses: *charges d'exploitation*

operating profit before tax and non-recurring items: *résultat avant impôt et éléments non récurrents*

outstanding, unsettled: *non réglé*

property, plant equipment: *immobilisations corporelles*

return: *rapport*

revenue: income: *recette*

revenue (finance): *produit*

statement account: *relevé de comptes*

statutory auditor: *commissaire aux comptes*

turnover: *chiffre d'affaires*

working capital, current assets: *actifs courants*

• Verbes

add: *additionner*

amount: *s'élever*

amortize: *amortir*

depreciate: *déprécier*

earn: *gagner (de l'argent)*

deduct: *déduire*

divide: *diviser*

gather: *réunir*

owe: *devoir*

own: *posséder*

make a profit: *faire des bénéfices*

purchase: *acheter*

report: *rapporter*

sell (sold, sold): *vendre valeur comptable (finance)*

settle: *régler*

subtract: *soustraire*

• Acronymes

EBITDAR: Earning Before Interest, Taxes, Depreciation, Amortization and Rent/ *EBE : exercice brut d'exploitation brut d'exploitation*

NASDAQ: National Association of Securities Dealers Automated Quotations

3 You've got talent in grammar

Aide-mémoire : L'expression du futur et du conditionnel

*Non current assets are what **will** not be turned into cash during the year or **would** take longer than a year to sell. (...ce qui ne **sera** pas transformé en liquidités ou **prendrait** plus d'un an à vendre.)*

Les équivalents habituels du futur et du conditionnel français se forment habituellement avec **will** et avec **would**.

Quand l'emploi du futur ou du conditionnel est lié à l'emploi d'une subordonnée conditionnelle en **if**, faites attention à la **concordance des temps** :

If the company **sells** its assets, the bonus **will** be \$2 million. Si la société vend ses actifs, le bonus sera de 2 millions de dollars.

(Dans la subordonnée, le verbe *sell(s)* est au **présent**, et dans la proposition principale l'auxiliaire *will* est également au présent.)

If the company **sold** its assets, the bonus **would** be \$2 million. Si la société vendait ses actifs, le bonus serait de 2 millions de dollars.

(Dans la subordonnée, le verbe *sold* est au **prétérit**, et dans la proposition principale l'auxiliaire est également au prétérit : *would* est le prétérit de *will*.)

Application

Entraînez-vous en grammaire

1. Mettez à la forme qui convient le verbe ou l'expression entre parenthèses

1. If the accountants have access to all the relevant (*approprié*) documents, they (give) their conclusions as early as next month.
2. If the calculation was accurate – but I'm sure it is not – our gross income (fall) by €1.8 m next year.
3. We (rapidly amortize) this surplus of investment, on the only condition that the economic recovery remains on track.
4. If the company (publish) its results two months ago, the shareholders would have been reassured.
5. Had they followed (= If they had followed) our advice, they (not have to close down).
6. If the audit had been more favourable, we (now be) in a much stronger position.

2. Traduisez en anglais

1. Le chiffre des ventes a augmenté brutalement au lancement du nouveau produit, et a atteint son plus haut niveau, puis est redescendu graduellement et s'est maintenu à un palier correct entre février et mars. Il a ensuite remonté légèrement de mai à juin, pour s'effondrer au moment de la crise de 2008.
2. Notre résultat net est en progression depuis deux ans, enregistrant une hausse de 6 % ce qui nous place dans les dix premiers sur le marché.
3. Le chiffre d'affaires de nos filiales brésiliennes a baissé ces deux derniers mois dû à l'effondrement du marché des matières premières tandis que nos usines chinoises enregistraient des bénéfices records. Nos ventes en Europe ont malheureusement atteint leur plus bas niveau et nous espérons un rebond rapide de nos actions en bourse grâce au sauvetage de Wall Street.
4. Si l'entreprise continue sa progression à ce rythme, elle sera cotée prochainement.
5. Si tous les investisseurs étaient d'accord ils pourraient lever des capitaux.

Corrigé

1. Futur ou conditionnel

1. If the accountants have access to all the relevant documents, they *will give* their conclusions as early as next month.
2. If the calculation was accurate – but I'm sure it is not – our gross income *would fall* by €1.8 m next year.
3. We *will rapidly amortize* this surplus of investment, on the only condition that the economic recovery remains on track.
4. If the company *had published* its results two months ago, the shareholders would have been reassured.
5. *Had they followed* our advice, they *would not have* had to close down.
6. If the audit *had been* more favourable, we *would now be* in a much stronger position.

2. Traduction

1. The sales figures soared when our new product was launched and reached a record high before falling gradually, to finally stabilize / and stabilized between February and March. It then rose slightly from May to June to plummet when the 2008 downturn occurred.
2. Our net profit has been rising for the past two years, recording a 6% growth which ranks us among the top ten on the market.
3. The turnover of our Brazilian subsidiaries has dropped over the past two months due to the fall of commodities' prices whereas our Chinese factories registered huge profits. Unfortunately our European sales have reached their bottom low and we expect a quick rebound of our shares thanks to the Wall Street bail out.
4. If the company keeps growing at that pace it will soon go public.
5. If all the investors agreed they could raise capital.